**Syllabus**

**BUS 460**

**Strategic Management**

**Professor:**

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**Course Description:**  An investigative, case intensive, approach to the study of the total enterprise from the executive management’s point of view – the direction management intends to take, management’s strategic plan, and the tasks of implementing and executing the chosen strategy. The material is designed to improve analytical, problem-solving, and decision-making skills in situations dealing with the firm as a whole.  Also emphasized are the strategies necessary for start-up companies to prosper and grow.  **Prerequisite:  Completion of Business Core Requirements; may be taken no earlier than one semester before graduation.**

Course/Student Learning Outcomes: A Strategic Management course should help students hone their knowledge and analytical skills regarding key strategic concepts.  The following learning objectives reflect some of the desired skills and knowledge for attainment:

1. Students will demonstrate knowledge of the role(s) of the top executive strategists, and the importance of entrepreneurship in the strategic management of the modern organization.
2. Students will be able to conduct an extensive industry analysis by applying the competitive forces model, performing economic analyses, and analyzing driving forces in an industry.
3. Students will be able to conduct company situation analyses, comprised of mission assessment, cost analysis, and SWOT analysis.
4. Students will apply Porter’s generic strategies model, and formulate strategies based upon this model.
5. Student will be able to perform positioning studies of diversified companies and devise strategies for portfolio management of businesses and strategic business units (SBUs).
6. Students will be able to present and defend strategic recommendations.

***\*\*THIS COURSE IS DESIGNATED AS A HIGH-IMPACT PRACTICE, WHICH ENTAILS SPECIFIC CRITERIA THAT INVOLVES HIGH-LEVEL APPLICATION OF THE KNOWLEDGE OF CONCEPTS IN A SEMESTER-LONG PROJECT THROUGH A SIMULATION IN GLO-BUS.\*\****

**SLO1:** Upon completion of an HIP focused on professional development, students will demonstrate the ability to identify, expand, and pursue knowledge, skills, and abilities in professional domains (Initiative).

**SLO2:** Upon completion of an HIP focused on professional development, students will demonstrate the ability to extend their learning opportunities outside of the classroom. (Independence).

**SLO3:** Upon completion of an HIP focused on professional development, students will demonstrate that they can explore topics in depth and reflect interest in subjects (Curiosity).

**SLO4:** Upon completion of an HIP focused on professional development, students will demonstrate that they can make explicit reference to experiences and apply lessons in a new and creative way (Transfer).

**SLO5:** Upon completion of an HIP focused on professional development, students will demonstrate that they can provide an insightful review of the personal growth resulting from this experience (Self-assessment).

Methods of Instruction:The following instructional methods will be used in delivering this course:

1. Professor led discussion of textbook materials.
2. Internet research of selected topics for class discussion.
3. Experiential exercises with class discussion.
4. Individual and group case analysis and discussion,
5. Team presentations regarding their work in Glo-bus throughout the semester.
6. Quizzes and exams over textbook-assigned readings and class discussion topics (glo-bus).
7. Company strategic management practices videos.

Active Learning:Learning does not happen without you.  You are the leader and manager of your own learning.  As such, you will want to

1. Complete all readings and homework assignments BEFORE class.
2. Come to class with questions about the material that you do not understand.
3. Contribute to class discussions.
4. Submit assignments and projects on time. (Professor will not accept late work.)
5. Read your Reinhardt email regularly; and
6. Read EagleWeb announcements regularly.

### ****Course Textbook Required:****

**No physical text) Book used online:**  
**Log onto:**[**www.new.glo-bus.com (Links to an external site.)**](http://www.new.glo-bus.com/)**and utilize the company registration code provided to you:**

**You will be provided an access code, which you will use to register your company in the simulation.  You must be registered in Glo-bus no later than the end of Week two.**

### ****Required Supplies:****

**Access to computer.  All work will be completed in Glo-bus.**

**Additional suggested resources:**

Harvard Business Review, Ivey Business Journal Online, McKinsey Quarterly, Strategic Management Review, Business Week, Fortune

### ****Method(s) of Evaluation:****

Students determine their own final grades based on their efforts (quality and quantity), which will be measured using the following evaluation instruments:

Students will be divided into 2-3-person teams.  Each team will be responsible for running a company in the digital camera industry. Each team will compete against other teams in the class. Below is a description of the course requirements:

Chapter Quizzes pertaining to current chapter assignments will be taken and submitted by students online on a weekly basis as homework through the Glo-Bus system. It is suggested that they be taken immediately after reading the material and before the course lecture on the material.  The actual due dates are set in the Glo-Bus system.  It’s critical that you review the schedule for all assignments.  Each chapter quiz (EOC) is due Sundays at 11:59 PM of the week the material is covered in class.  **Important:** **All EOC quizzes must be completed independently, otherwise it is a violation of Reinhardt’s Academic Policy.  Conversely, the assigned EOC exercises are a team project that will be completed on your team’s Glo-Bus Corporate Lobby site with your co-manager.**

The Glo-Bus Business simulation game consists of multiple parts and will be conducted throughout the semester.  Participation in 2 practice decision rounds, completion of two Glo-Bus simulation quizzes, completion and performance in 9 decision rounds, completion of end of chapter team exercises, completion of team company presentations and finalizing peer evaluations will all be part of the grade earned for the business simulation game.

You will have a *Mid-Term* exam on the date specified in the schedule above.  It must be completed and submitted according to the instructions provided.  The time of the exam will be set by the instructor.  There will be no unexcused make-up allowed for this exam.  It is the student’s responsibility to discuss with the instructor the nature of any absences before the exam and to complete the make-up within 48 hours of the exam time.

A *Final Exam*, which you will find in Glo-bus, will be due per the course schedule.  It must be completed and submitted according to the instructions provided.  The time of the exam will be set by the instructor.  There will be no unexcused make-ups allowed for this exam.  It is the student’s responsibility to discuss with the instructor the nature of any absences before the exam and to complete the make-up within 48 hours of the exam time.  Details will follow.

### ****Grading:****

All grades will be posted in Glo-bus.  The final grade will be comprised of six (6) parts.  The percentage of the final grades is listed below:

Simulation                               30%

Mid-Term Exam                      15%

Final Exam                              15%

Chapter Quizzes                     20%

End of Chapter Exercises      5%

Team Presentation                 15%

**Total                                      100%**

**Extra-Credit Work:**

**There will be opportunities for extra-credit throughout the course. Completion of the additional work is encouraged. The scores for extra-credit work will be added together and averaged. The average score will be added to the student’s final grade.**

### ****Grading Scale:****

**A = 90-100%**

**B = 80-89%**

**C = 70-79%**

**D = 60-69%**

**F = below 60%**

### ****General Information:****

Academic Conduct:  Exhibit honesty in all course matters.  Instances of academic misconduct, outlined in the Reinhardt University Undergraduate Academic Catalog, may receive an “F” grade for the course and lead to dismissal from the University.

### Class Participation and Performance

**Reading Policy:** Educational research shows that if you read and try the material before class, you can perform better in class, and gain a much more solid understanding of the material. Read the materials that you can before class and after class to maximize learning. Then, be prepared to actively participate in class.

**Attendance Policy:**  Regular attendance is required and expected.  Attendance will be taken before each class.  Although a grade for attendance will not be used, it will be reviewed for the consideration of credit at the end of the semester.

You are responsible for obtaining information conveyed in missed classes from the textbook, class notes, and/or Canvas.  You should make sure to complete any missed assignments during the assigned specific time prior to returning to class, so you won’t fall further behind.  **DO NOT ENTER THE CLASS LATE**.  It is disrespectful and distracting to the professor and your classmates.

### Sports and/or Campus Organization Absences

If you are representing the school for a game or competition it is your responsibility to **notify me prior to missing the class**and I will work with you on what you miss and making sure you don’t fall behind.  Coming to me after the absence isn’t acceptable.  You will be required to take any graded assignments to include quizzes and tests you would miss due to travel, etc. **prior to the due date** as I will not allow you to turn the work in late after the due date.  If you need further clarification, etc. please see me, and don’t just assume you can work it all out later.  To succeed in this class, attendance is a must.

### Classroom Policy

It is sometimes necessary to eliminate certain distractions from the class. Students and instructors find the following extremely distracting during class:

**Students are not allowed to utilize cell phones** for calls or text messaging during class.  This distracts from your work and is distracting to those around you.  This also holds true for the use of iPods or other headphone music devices during class.

**Students will be asked to leave class and will not be allowed to make up class work/tests if any of the above rules are broken.**

### *DO NOT* walk into class late. It is a distraction to the instructor and other students in the class.

### Late Work

Since the dates for all quizzes and other assignments are set in Connect, late work **Will NOT BE** accepted for any reason without a dire circumstance.  Documentation for your circumstance is required.

### ****Additional Support****

**ASO Students**:  Students with disabilities needing accommodations must contact Academic Support Office prior to contacting the instructor. Please notify me after you have completed this first step so we can prepare either in my office or after the class meeting.

### Center For Student Success

Students can go to the **Center for Student Success** for additional support for this course.  If you feel you need additional help, please schedule a meeting with me, so I can ensure that you receive the proper support.  This center is designed to support your learning in class, so it’s not to replace your regular class attendance.  Please have a list of specific questions, so we can use the time most effectively.  I am also glad to provide some additional support if you are in class on a regular basis and schedule meetings in advance.  You can contact me at [http://add@reinhardt.edu (Links to an external site.)](http://add@reinhardt.edu/)

**Optional, But Recommended**

American Psychological Association (2010). Publication Manual of the American Psychological Association (7th Ed.) Washington, D. C:  American Psychological Association ([http://www.apa.org (Links to an external site.)) (Links to an external site.)](http://www.apa.org/).  You can also find the APA Manual at major bookstores and online outlets.

**Academic Honesty:**  Please see the section of the general catalog which describes the college policy on academic honesty. The policy provides descriptions of what violates the policy and of what penalties may be imposed for violations.  Failing grades will be assigned for any work which does not meet the standards of academic honesty.  **Any violation of academic honesty can result in a failing grade in a course.**

### Class Expectations

All students are expected to always conduct themselves in a professional manner while they are attending Reinhardt University.  This includes but is not limited to respect for others, courtesy, and professionalism.  To facilitate learning, collaboration and discussion are necessary.  Therefore, be prepared for class.  Participation will be part of your final grade. **Cell phones and other devices MUST be turned off during class to avoid disrupting the class. DO NOT interrupt the class to answer your phone or text while class is in session!  Discuss all special arrangements with the instructor in advance.**

### Grading Expectations

Not all students can expect an “A” grade for this course! Being awarded an A indicates that the student has an excellent grasp of the various topics and has demonstrated an ability to apply them accurately, precisely, and with a clear understanding of their implications on the situation. Being awarded a “B” indicates proficiency in applying the topics, but not as clear an appreciation of the subtleties of the topics. Being awarded a “C” indicates that the student has a limited understanding of the topics but has failed to apply them accurately or properly interpret their meaning. A “D” in the course indicates very limited understanding of the topics and failure to interpret accurately or properly the meaning of the topics. An “F” indicates that the student has not grasped the topics and has not demonstrated an ability to apply them to solving problems.

**Reading Assignments**

To facilitate a participation and collaborative environment that are conducive to learning, you should read the assigned chapters prior to class.  Be prepared before coming to class. The assigned chapter readings are listed in the course schedule.

### Tentative Agenda

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| **Session** | **Topics of Discussion** | **Homework** |
| **Week 1** | Introductions, expectations, course review  Orientation to Glo-bus Simulation  **\*ENROLL IN GLO-BUS\*** | Enroll in Glo-bus Simulation  **Read Glo-bus Participant Guide**  **Check Canvas for Friday Assignments** |
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| **Week 2** | **Chapter 1: Why Strategy is Important** | Read Chapter 1 |
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| **Week 3** | **Chapter 1: Why Strategy is Important**  Work on Glo-bus Practice Round #1  **\*\*Deadline to Enroll in Glo-bus (Sunday)\*\*** | Read Chapter 1  EOC 1 Exercise  Chapter 1 Quiz  Glo-bus Practice Round 1 |
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| **Week 4** | **Chapter 2: Connecting the Dots: Vision, Mission, & Objectives** | Read Chapter 2  EOC 2 Exercise  Chapter 2 Quiz  Glo-bus Practice Round 2 |
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| **Week 5** | **Chapter 3: The External Environment** | Read Chapter 3  Chapter 3 Quiz  Glo-bus: Year 6 Decisions |
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| **Week 6** | **Chapter 4: The Internal Environment** | Read Chapter 4  Chapter 4 Quiz  Glo-bus: Year 7 Decisions |
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| **Week 7** | **Chapter 5: The Five Generic Strategies** | Read Chapter 5  EOC 5 Exercise  Chapter 5 Quiz  Glo-bus: Year 8 Decisions |
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| **Week 8** | **Chapter 6: Strengthening the Competitive Position** | Read Chapter 6  Prep for Mid-Term  Chapter 6 Quiz  Glo-bus: Year 9 Decisions |
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| **Week 9** | **SPRING BREAK NO CLASS** | |
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| **Week 10** | **Chapter 7: Competing in International Markets** | Read Chapter 7  EOC 7 Exercise  **Mid-Term: Chapters 1-7**  Glo-bus: Year 10 Decisions |
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| **Week 11** | **Chapter 8: Diversify or Not?** | Read Chapter 8  Chapter 8 Quiz |
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| **Week 12** | **Chapter 9: Ethics / Corporate Social Responsibility** | Read Chapter 8  EOC 9 Exercise  Glo-bus: Year 12 Decisions |
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| **Week 13** | **Chapter 10: Strategy Execution** | Read Chapter 10  Chapter 10 Quiz  Glo-bus: Year 13 Decisions |
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| **Week 14** | **Chapter 11: Internal Operations Conducive to Execution**  **Team Presentations Begin** | Read Chapter 11  Chapter 11 Quiz  Glo-bus: Year 14 Decisions |
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| **Week 15** | **Chapter 12: Culture and Leadership**  **Team Presentations Begin** | Read Chapter 12 |
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| **Week 16** | **Team Presentations** | **Final Exam: Chapters 8-12** |