Instructor: Dr. Federico Aime

Contact Information:
Office: 205 BUS
Email: aime@okstate.edu (preferred for contact)
Phone: 405-744-5108
Office Hours: By appointment. Contact me by email to schedule. May be held by phone, through other media or in person depending on location and time.
Course Site: Desire2Learn (Online Classroom): http://oc.okstate.edu
Administrative contact: Distance Learning Office at spearsdistance@okstate.edu or call 1-866-678-3933 or 405-744-4048

Overview of the Course: This is the core course on Business Strategy and Policy required of all business majors. Strategic management is an integrative capstone course that challenges students to study and experience sets of multifunctional problems that confront top management.

Course Prerequisites: Please refer to the online catalog and/or your advisor for prerequisites.

Course Goals: This course introduces students of business to the complexities of multifunctional organizational problems and exposes them to the current literature and theories of Strategic Management. It contributes to student’s professional development by contrasting the idiosyncrasies of top management decision making that of functional management. In doing so, it prepares students to better understand how the actions of their major area of specialization (e.g., marketing, finance, HR) may contribute to overall firm performance and the constraints that overall firm strategy may impose on functional actions.

Course Objectives

1. Articulate well-reasoned analysis of how and why some firms are able to out-perform other firms.

2. Demonstrate the correct use of strategic management vocabulary through written and oral communication.

3. Locate and utilize appropriate information about business firms, their environment, and their stakeholders.

4. Analyze the competitive environment and strategic options of many types of business firms using strategic management models.

5. Evaluate alternatives, develop recommendations, and argue convincingly for specific strategies firms should employ.

Program Learning Goals

Critical Thinking; Written and Oral Communication
Business Knowledge and Competency
Business Knowledge and Competency; Technological Competence
Business Knowledge and Competency; Critical Thinking
Business Knowledge and Competency; Critical Thinking; Written and Oral Communication
6. Integrate previous learning into an understanding of firm performance.

7. Analyze the business and ethical implications of competing strategic alternatives of firms.

Texts and Supplementary Materials: Strategy and Integration in Organizations MGMT 4513 – McGraw Hill-Primis ISBN: 9780390903563. The book is available on-line and combines selected chapters from “Strategic management” by Dess, Lumpkin and Eisner. The on-line book was created in order to reduce the cost of actually acquiring the full version of the book (available in Bookstores). Instructions for acquiring the ebook are included in D2L in a word file named: “Instructions for acquiring McGrawHill Ebooks.doc”. The case for the course will be provided under content section of D2L.

Grading Policy: The grades in this class break down as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm</td>
<td>2,000</td>
</tr>
<tr>
<td>Final Exam</td>
<td>4,000</td>
</tr>
<tr>
<td>Quizzes</td>
<td>1,500</td>
</tr>
<tr>
<td>Class participation (group discussions)</td>
<td>500</td>
</tr>
<tr>
<td>Individual case assignment</td>
<td>1,500</td>
</tr>
<tr>
<td>Critical thinking university wide assessment test</td>
<td>500</td>
</tr>
<tr>
<td>Total</td>
<td>10,000</td>
</tr>
</tbody>
</table>

Incomplete grades (“I”) will only be given if the criteria described in the current OSU catalogue is met, no exceptions. This means that poor performance in the course or failing to withdraw by the corresponding deadline are not reasons for awarding an “I”.

Exams: Each exam will cover all readings, lectures, cases, exercises, and class discussions up to that point in the course (i.e., all exams are cumulative). Exams will be held online at fixed dates and hours. They will have specified start and finish times and must be completed within that range of time. While they are open book given the distance nature of the course, the time allowed for the test will be based on the time allowed in my in-person class for a similar test and should therefore be too tight for students to be looking up answers during the test. In the past, students who have done best in these tests have prepared for them as they would prepare for an in-class test. Tests will include multiple choice questions and may include some very brief essay answers.

You should plan ahead to be available and have a computer and Internet connection to take the test at the specified test time. If you have a constraint that limits your ability to take the test at the specified time, an alternative test and testing time can be made available to you on request. I will only grant requests for alternative times and tests during the second week of the course, so plan ahead.

Except in very specific cases, missing an exam will result in a zero. Make-up exams are provided only for students with documented extenuating circumstances such as family crisis, illness, accident, etc. that were prevented from taking the test at the scheduled time. Also, make-up exams may not be used to replace an earlier poor performance on a test. Should a make-up exam be necessary, you should contact me to make arrangements for the alternative date & time.

Team Activities: The class will be divided randomly into teams for the duration of the course. Teams will be responsible answering the quizzes, which will be group based and should provide an
opportunity for you to discuss the main ideas in each lecture and therefore to be better prepared for
the exams. Teams can also discuss case assignments and share research for case projects but case
assignments will then be submitted individually.
Teams will be provided with team discussion boards to discuss projects. I will review the discussion
board to assess your contributions and determine class participation points. Class participation
points will be based on the quality of your contribution to the team projects as assessed by me with
your group’s input as an aid if needed.
I encourage you to discuss issues and concepts and to organize your teamwork through your
discussion board. I will not provide specific guidelines or hold you accountable for a specific
number of inputs in the board, but the more you all interact the better the potential result for your
projects.

► **Individual Case Assignment**: Each student will complete a case assignment with a written
report. Students are allowed to share their research and analysis but all work on the paper should
be individual work. Remember D2L has automatic plagiarism controls and make sure all the
work you turn in is your individual work even if you discussed the ideas with your group. The
following deliverables are needed:

Each student will present a written case analysis which should be **no more** than 5 and **no
less** than 4 double-spaced pages and is due on the date and time indicated in the course schedule
(last page of this syllabus). While I focus on the content of your essay for my grading, clarity of
presentation and organization is essential for me to follow your ideas. A good starting point is to
look at the case discussion questions in Quiz 4. But your answer cannot be a series of answers to
questions but must rather be an essay. Some of these questions will guide your case analysis and
should be an aid to you in formulating your answer. Therefore, reading the case before the end of
the third week so as to deal with these questions should help you do well in the case project. A
good approach to the project is to make sure you include all the elements that I look for in my
grading of your assignment.

The performance will be assessed in the following dimensions:

a) **Diagnosis** – the degree of thoroughness, indicated by the use of all appropriate course
   materials (neither more nor less than applicable) and adequate citation of evidence
   (symptoms) from the case.

b) **Solution** – use of course material, realism, and feasibility given the facts and constraints of
   the case situation.

c) **Action** – sufficiently detailed, clearly outlined steps to be followed to implement the solution.

d) **Evaluation** – clear correspondence between the problem statement and solution(s), and
   identification of realistic success indicators

While evaluating the case think of making recommendations and diagnose points to a senior
member of the firm.

► **Class Participation**: The team-based components of the course make some participation
critical. I will keep track of your participation in team activities. Participation includes
showing you are prepared in group discussions (group chat supported), making relevant
contributions to the discussion, asking pertinent questions, politely accepting the opinions of
other students, helping clarify an issue, offering an alternate point of view, and so forth. As
in a business setting, the positive, active participation of all members increases the benefit to
all by making the outcome and the learning experience better. Try to agree on answers to your quiz questions on line and then assign a team member to fill in the quiz. The quiz must be completed by only one of the team members because I will expect one answer for the team. It is illegal to consult with members of other teams. The quizzes are intended as an opportunity to discuss course material and learn from different people’s opinions. If you share information or distribute work and share it by email, make sure you comment about it in the chat. There is also a line between useful and excessive discussion and participation. Make sure you come to your decisions in an efficient way. Remember that in organizations, you have to be efficient to be successful and get everything done.

► **Quizzes:** The quizzes will be opened for answers after the time each lecture is assigned and will remain open up to the due date (no exceptions here). Quizzes should be an opportunity to review the material and get to understand it better. You can organize the work with your group in any way you prefer given the deadlines. However, my past experience shows that groups that went over the material with regularity over the length of the course tended to do better.

► **Critical thinking university wide assessment test:** As part of the class students are required to take a critical thinking university wide assessment test during this class. This test is not about the class components but a general critical thinking test. The grade component for this assignment will be based on your performance on the test. This test has to be taken at a certified testing center and there is a cost for taking the test. Please contact the testing center of your choice in the list to find information about testing costs. Students will need to select an exam location (testing center), notify the distance learning office of the exam location and schedule an appointment with the testing center.

**a) Select exam location**

Students at the Stillwater campus can take this exam at the Wes Watkins Testing Center or at the University Assessment and Testing Center (UAS). Student in Tulsa can take their exam at OSU – Tulsa. Other students can take their exam at the testing center mentioned in the link below: [http://spears.okstate.edu/distance/guide/centers](http://spears.okstate.edu/distance/guide/centers)

If any assistance is required for identifying an appropriate testing center, please contact the CEPD office at 108 Gundersen, Phone: (866)-678-3933/ (405) 744-4048. E-mail: cepd-dl@okstate.edu.

**b) Notify distance learning office of the exam location**

Students need to notify the distance learning office of the location and scheduled time for the exam. The exam location will receive a copy of the exam instructions and password

- If you will be taking your exam at the Wes Watkins Center in Stillwater or at OSU-Tulsa, be sure to check the appropriate box at the bottom of the Student Information form, which you should complete at: [https://spears.okstate.edu/distance/graduate/enroll/studentform/](https://spears.okstate.edu/distance/graduate/enroll/studentform/)
- If you will be taking your exam at a testing center other than the Wes Watkins Center or OSU/Tulsa, please complete the proctor agreement form at:
c) Schedule Exam

Students should contact the testing center about 2 weeks prior to the exam to set up the exam appointment.

d) Exam Availability

The exam should be taken anytime in the 5-day period between Monday, March 02, and Friday, March 06.

Course Grade Calculation: Final point scores will be converted into course grades using the following scale based on the percentage of total points achieved for the course:

- A (90-100%)
- B (80-89.9%)
- C (70-79.9%)
- D (60-69.9%)
- F (0-59.9%)

University Policies

Drop Policy: Last add/drop, non-restrictive …………. 01/21/2015
Last DRW 50% / Last add restrictive….. 01/23/2015

Academic Integrity: Academic dishonesty WILL NOT BE TOLERATED IN ANY FORM. The following paragraph, extracted from the OSU Academic Integrity Policy, represents the policy of this course:

“Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in you being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, http://academicintegrity.okstate.edu/

Although you may discuss assignments outside of class, turning in identical assignments will be considered cheating and will result in a zero grade on the assignments and could result in more severe penalties as allowed by the OSU Academic Integrity Policy. The use of solution manuals, solutions from prior terms or from the Web, copying from other students (either in the current semester or prior terms), or any such “aids” will be considered a violation to academic integrity and will be treated accordingly. Copying others or aiding others during exams will be penalized.
severely. Further, any materials used from any source must be cited properly. When the instructor feels beyond reasonable doubt that dishonesty has occurred, he will award a zero in the assignment, document the case, and initiate the corresponding Academic Integrity Procedures (http://academicintegrity.okstate.edu/). If you are in doubt about the acceptability of a particular action or activity, consult with the instructor prior to engaging in the action or activity.

SYLLABUS ATTACHMENT

For more information about OSU policies see:
http://academicaffairs.okstate.edu/images/Patty/FacultyandStaffResources/Syllabus/spring%202014%20syllabus%20final%20with%20copyright%20statement.pdf

Disability Accommodations: Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so necessary accommodations to ensure full participation and facilitate your educational opportunity are provided. For more information about OSU Student Disability Services, please go to:
http://sds.okstate.edu/
**Schedule:** The following schedule is tentative and subject to change as needed throughout the course.

**Tentative Schedule**

<table>
<thead>
<tr>
<th>Week/Lecture</th>
<th>Topic</th>
<th>Assignment</th>
<th>Due/At</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>What is Strategy? Course Intro and Syllabus Review</td>
<td>Readings: Syllabus Slide/Videos Lecture 1</td>
<td></td>
</tr>
<tr>
<td>Lecture 1</td>
<td></td>
<td>Slides/Videos Lecture 2</td>
<td></td>
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<tr>
<td>Week 2</td>
<td>Firm Performance and Value creation</td>
<td>Readings: Chapter 2 Slides/Videos Lecture 2</td>
<td>Fri 02/06, 11:59pm</td>
</tr>
<tr>
<td>Lecture 2</td>
<td></td>
<td></td>
<td>Group Quiz 1</td>
</tr>
<tr>
<td>Week 3</td>
<td>External Analysis and Markets</td>
<td>Readings: Chapter 2 Slides/Videos Lecture 3</td>
<td>Fri 02/13, 11:59 pm</td>
</tr>
<tr>
<td>Lecture 3</td>
<td></td>
<td></td>
<td>Group Quiz 2</td>
</tr>
<tr>
<td>Week 4</td>
<td>Strategy Formulation: Business-Unit Strategy</td>
<td>Reading Chapter 5 Slide/Video Lecture 4</td>
<td></td>
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<tr>
<td>Lecture 4</td>
<td></td>
<td></td>
<td>Group Quiz 2</td>
</tr>
<tr>
<td>Week 5</td>
<td>Mid Term Exam (Lecture 1-4)</td>
<td>Reading : chapter 3 Slides/Video Lecture 5</td>
<td>@ Tue 02/17, 7:15 pm</td>
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<tr>
<td>Lecture 5</td>
<td>Internal analysis</td>
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<tr>
<td>Week 6</td>
<td>Strategy Formulation: Corporate Strategy and Internal Diversification</td>
<td>Readings: Chapter 6 Chapter 7 p254 (188e) to p269 (203e) Slides/videos Lecture 6</td>
<td>Fri 02/13, 11:59 pm</td>
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<tr>
<td>Lecture 6</td>
<td></td>
<td></td>
<td>Group Quiz 3</td>
</tr>
<tr>
<td></td>
<td>Begin case project</td>
<td>Case: Adolph Coors in the Brewing industry</td>
<td>Fri 02/27, 11:59 pm</td>
</tr>
<tr>
<td>Week 7</td>
<td>Strategy Implementation: Organization and Governance</td>
<td>Readings: Chapter 9 &amp; 10 Slides/Video Lecture 7</td>
<td>Fri 03/06, 11:59 pm</td>
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<tr>
<td>Lecture 7</td>
<td></td>
<td>a) Group Quiz 4 b) Critical thinking university wide assessment test</td>
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<tr>
<td>Week 8</td>
<td>No lecture-work in the Case and Prepare for the Final</td>
<td>Drop in D2L drop-box</td>
<td>Tue 03/10, 11:59pm @ Thu 03/12, 7:15 pm</td>
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<tr>
<td></td>
<td>Individual Case Assignment</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Final Exam (All Course content)</td>
<td></td>
<td></td>
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</tbody>
</table>

**Questions or Comments:** Please feel free to contact me about any questions or comments you may have about the course material or other aspects of the class. Your suggestions are always welcome.