

Saint Leo University
Graduate Studies in Business

MBA 599
Strategic Management

Course Description:

This capstone course integrates knowledge gained in previous graduate business courses. It centers on the theme that organizations achieve sustained success when their managers have astute, timely strategic game plans and they implement these plans with proficiency. Strategic management theory is used in the analysis of companies operating in the domestic and global marketplace. This course is to be taken in the student's last term, unless otherwise approved by the Director of the MBA program.

Additional Details:

Unlike other business courses that concentrate narrowly on a particular function or piece of the business (accounting, finance, marketing, production, human resources, or information systems), strategic management is a "big picture" course. It cuts across the whole spectrum of business and management. The center of attention is the total enterprise—the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success.

Throughout the course, the spotlight will be trained on the foremost issue in running a business enterprise: "What must managers do, and do well, to make the company a winner in the game of business?" The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good business performance, to present the basic concepts and tools of strategic analysis, and to drill you in the methods of crafting a well-conceived strategy and executing it competently.

You will be called on to probe, question, and evaluate all aspects of a company's external and internal situation. You will grapple with sizing up a company's standing in the marketplace and its ability to go head-to-head with rivals, learn to tell the difference between winning strategies and mediocre strategies, and become more skilled in spotting ways to improve a company's strategy or its execution.

In the midst of all of this, another purpose is accomplished: to help you synthesize what you have learned in prior business courses. Dealing with the grand sweep of how to manage all the pieces of a business makes strategic management an integrative, capstone course in which you reach back to use concepts and techniques covered in previous courses. For perhaps the first time, you will see how the various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in a winning fashion.

Prerequisites:

MBA 525, MBA 533, or HRA 545; MBA 540, MBA 560, or ACC 504; MBA 565 or SPB 565; and MBA 575

Required Textbook:

David, F. (2017,2015, 2013). *Strategic Management: Concepts and Cases*. Pearson Education, Inc. ISBN-13: 978-0-13-416784-8 (eBook)

A print upgrade option is available once the eBook is registered. You will access the eBook via the eTextbook link in the Start Here menu, where you can purchase the print upgrade option.

Supplemental website to the textbook: <http://www.StrategyClub.com>

Learning Outcomes:

1. To develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. To build your skills in conducting strategy analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment.
3. To give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.
4. To acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team.
5. To integrate the knowledge gained earlier in core courses in the business school curriculum, show you how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for the organization to operate in a winning fashion.
6. To develop your powers of managerial judgment, help you learn how to assess business risk, and improve your ability to make sound decisions and achieve effective outcomes.
7. To make you more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.
8. To develop your ability to communicate your analytical work in an understandable format with high impact and usability.
9. **Values Outcome:** To discuss, integrate, and explain the relevance of organizational excellence, community, respect, personal development, responsible stewardship, and/or integrity, including the criticality of ethical behavior in creating a vibrant and sustainable organization.
10. Examine the implications of technology on external and internal business decisions.

Core Values:

Since this is a capstone course, all of the Saint Leo core values will be included in this course. The values will be measured by the progress students make in their critical thinking and communication via the written assignments including the Strategic Management Case project and weekly discussions.

Excellence: Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision and goals.

Community: Saint Leo University develops hospitable Christian learning communities everywhere we serve. We foster a spirit of belonging, unity and interdependence based on mutual trust and respect to create socially responsible environments that challenge all of us to listen, to learn, to change and to serve.

Respect: Animated in the spirit of Jesus Christ, we value all individuals' unique talents, respect their dignity and strive to foster their commitment to excellence in our work. Our community's strength depends on the unity and diversity of our people, on the free exchange of ideas and on learning, living and working harmoniously.

Personal Development: Saint Leo University stresses the development of every person's mind, spirit and body for a balanced life. All members of the Saint Leo University community must demonstrate their commitment to personal development to help strengthen the character of our community.

Responsible Stewardship: Our Creator blesses us with an abundance of resources. We foster a spirit of service to employ our resources to university and community development. We must be resourceful.

We must optimize and apply all of the resources of our community to fulfill Saint Leo University's mission and goals.

Integrity: The commitment of Saint Leo University to excellence demands that its members live its mission and deliver on its promise. The faculty, staff and students pledge to be honest, just and consistent in word and deed.

Grading

Assignment	% of final grade
Strategic Management Case Phase 1	20
Strategic Management Case Phase 2	20
Strategic Management Case Phase 3*	40
Strategic Management Exam	10
Discussions	10
Total	100%

* Includes presentation with embedded audio files

Grade	Score (%)
A	95-100
A-	90-94
B+	86-89
B	83-85
B-	80-82
C	75-79
F	Below 75

Evaluation:

Strategic Management Case

This capstone course will require each student to construct a detailed and well-thought-out analysis of a business employing all the relevant strategic analysis tools studied in the course. This project will take the full term to complete.

Eighty percent (80%) of the course grade will be determined based on the Strategic Management Case, which is divided into three phases:

1. Phase 1: Proposal and initial analysis (20% of course grade)
2. Phase 2: Substantive draft (20% of course grade)
3. Phase 3: Final Case (40% of course grade)

The Strategic Management Case is an analysis of the firm selected by the student. The format of the report should include:

1. Description of the firm (brief history, critical strategic events, competitors, leadership, etc.). If there are any general situational assumptions or limitations on the scope of the analysis, these should also be specified here. This section should be limited to a maximum of five pages. **Note:** Some students may select a new business venture for a firm they would seriously consider starting. For these students, this section will focus on a research based history, critical strategic events, emerging competition, and industry leaders.
2. The strategic analysis of the firm. The results of each strategic tool are presented along with a discussion of importance and implications. Also required are sections for financial analysis and assumptions, although the specific contents of these sections may vary considerably.

3. Financial strategic assessment. This section should integrate the findings from all of the analytical exercises employed in Phase 2. A final and all-encompassing analysis is presented, along with the recommendations that you would make to the firm's board of directors. This would include identifying what you would and would not do, and outlining any relevant alternate scenario plans or contingency plans. Be sure to address any potential competitive reaction.

All project phases should be submitted via the Dropbox. You will receive feedback after submitting the first two phases which you should incorporate into subsequent submissions.

The final submission for your project includes developing a PowerPoint presentation with embedded audio files. Each slide must contain an audio file in which you offer insight to the material in the slide and key points the professor should take away from the visual information in the PowerPoint. You should minimize repeating points made in the slide other than emphasizing important components. To put this simply, please do not read the slides verbatim but make sure to add value to what is presented on the slide to improve the understanding of your work. The presentation with audio is a significant component of the final submission, so please make sure to offer your best work, speak clearly, emphasize the strategic implications of your work, and engage the viewer.

This will be a long, detail-oriented project, and consequently there are no examinations in this course. You will hopefully find this project to be the most rewarding effort in your educational career. You are encouraged to select a company related to your career direction. Take this opportunity to learn more about the strategic aspects of your industry, any potential competition, and/or a company that you would like to work for.

Click the **Strategic Management Case** link in the Course Home menu to access the full project requirements. *Be sure to read these instructions thoroughly and contact your instructor if you have any questions.*

Note: Before you begin, read the Academic Honor Code section in the syllabus and University catalogue. There is zero tolerance for plagiarism in this course and any case of plagiarism will be taken seriously. Moreover, work/writing from prior classes cannot be used in this course without written permission from the professor.

Discussions

Your discussion posts must include the results of the pre-work assigned for each week and will be used as the basis for your posting to the board. This means you will need to complete the exercises each week and use those results to present facts and opinions based on the competencies developed in each module. You should note that while the professor does not expect perfect solutions for each exercise, clear evidence that you worked through the appropriate analysis will allow you to develop your strategic thinking, express your points in relevant business terms, help prepare you for your Strategic Management Case project and ultimately, improve your business skills and career.

Grading on discussion will be based on:

- Timeliness of posts: Thursday for initial post and Sunday for second or more posts.
- Clear presentation of strategic models or results with comments based on those results.
- Strategic observations and comments supported by analysis as opposed to opinion.
- Graduate level writing, grammar and use of citations where needed.
- Demonstration of respect and community to the online academic community.

Proper "netiquette" is required in this course. Essentially, this means that it is appropriate to challenge each other's conclusions, debate points of view, but always demonstrate "respect" to every classmate and the professor. We should also recognize areas of excellence by our fellow students by letting them know specifically what we gain from their shared work.

Strategic Management Exam

The comprehensive Strategic Management Exam in this course is provided by Peregrine Academic Services. The results are used to measure program-level learning outcomes as required by accreditation authorities. The exam is a graded assignment in this course. It is graded on a curve since the exam is not based on a traditional 100-point grading scale (it is a nationally normed exam).

The exam is worth 10% of your course grade. Your score will be converted to a 10-point scale as follows and automatically populate in the MBA 599 course Gradebook.

Comp Exam Results	Course Score (%)
0-19	0
20-29	2
30-39	5
40-49	6
50-59	7
60-69	8
70-79	9
80 or higher	10

Please keep in mind that this exam is a program-level assessment of your academic program knowledge. As such, it is not expected that you will necessarily know the answer to every question. It is a standardized test used by many different colleges and universities. You can find detailed instructions via the link in the Course Home menu.

Course Schedule

Module 1 Strategic Thinking

Objectives: When you complete this module, you should be able to:

- Describe the strategic management process.
- Evaluate mission and vision statements.
- Write a credible mission statement.
- Outline a strategic management case.

Assignments

Items to be Completed:	Due No Later Than:
Post an introduction to the class	Thursday 11:59 PM EST/EDT
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Submit your Strategic Management Case company selection	Sunday 11:59 PM EST/EDT
Begin working on the Phase 1 of the Strategic Management Case project	Module 3

Module 2 The External Assessment

Objectives Upon completion of this module, students will be able to:

- Identify the primary external forces on an organization.
- Prepare an External Factor Evaluation and interpret its results.
- Prepare a CPM and interpret its results.
- Develop an overall assessment of your organization's responsiveness to its external environment by conducting an External Factor Evaluation and Competitive Profile Matrix.
- Using the results and details of these above, describe how the organization is responding to its environment and the potential implications for its strategies.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Continue working on the Phase 1 of the Strategic Management Case project	Module 3

Module 3

The Internal Assessment

Objectives

Upon completion of this module, students will be able to:

- Identify the primary internal forces on an organization.
- Prepare an internal factors evaluation and interpret its results.
- Prepare a financial ratio analysis and interpret its results.
- Develop an overall assessment of your organization's responsiveness to its internal environment by conducting an internal factors analysis and financial ratios assessment.
- Using the results and details of the previous exercises, describe how the organization is responding to its environment and the potential implications for its strategies.
- Explain how to use the chapter tools to prioritize a firm's strengths and weaknesses for strategic planning.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate in the live session	TBA
Submit Phase 1 of the Strategic Management Case project	Sunday 11:59 PM EST/EDT

Module 4

Strategies in Action

Objectives

Upon completion of this module, students will be able to:

- Identify 16 types of business strategies.
- Research recent articles on strategic management and discuss its implications.
- Evaluate a company's current strategy and potential alternatives.
- Consider limitations of planning and implications of rapid change in your organization.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Begin working on the Phase 2 of the Strategic Management Case project	Module 6

Module 5 Strategy Analysis and Choice

Objectives

Upon completion of this module, students will be able to:

- Develop SWOT, BCG, SPACE, and IE matrices.
- Discuss the implications of internal and external factors on strategic choices.
- Evaluate SWOT and BCG matrices using multiple inputs.
- State strategic conclusions and options for a specific company.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Begin working on the Phase 2 of the Strategic Management Case project	Module 6

Module 6 Implementing Strategies: Management and Operations Issues

Objectives

Upon completion of this module, students will be able to:

- Explain the process, the importance of annual objectives, and strategy implementation.
- Evaluate an organization's structure and its relevance to strategy implementation.
- Describe how to create and manage organizational culture.
- Discuss how to link operations with an organization's objectives and goals.
- Evaluate an organization's activities in relation to its values.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate in the live session	TBA
Submit Phase 2 of the Strategic Management Case project	Sunday 11:59 PM EST/EDT

Module 7 **Implementing Strategies: Marketing Finance/Accounting, R&D, and MIS Issues**

- Objectives:** **Upon completion of this module, students will be able to:**
- Explain market segmentation and product positioning.
 - Evaluate financial statements.
 - Relate research and development to strategy.
 - Prepare a product-positioning map for your organization.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Complete the Strategic Management Exam	Sunday 11:59 PM EST/EDT
Begin working on the Phase 3 of the Strategic Management Case project	Module 8

Module 8 **Strategy Review, Evaluation, and Control**

- Objectives** **Upon completion of this module, students will be able to:**
- Prepare a financial projection.
 - Discuss the importance of strategy evaluation and control.
 - Evaluate and discuss strategic choices and contingencies.
 - Complete a strategic case analysis including executive summary.
 - Compare and contrast cultural differences across countries.

Assignments

Items to be Completed:	Due No Later Than:
Read the assigned materials	
Review the Chapter Highlights	
Post an initial response to the discussion question	Thursday 11:59 PM EST/EDT
Post responses to at least two classmates	Sunday 11:59 PM EST/EDT
Participate in the live session	TBA
Submit Phase 3 of the Strategic Management Case project	Thursday 11:59 PM EST/EDT