FLORIDA POLYTECHNIC UNIVERSITY

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Course Syllabus

Course Information

- **Course Number and Title**: MAN 4633 Strategic Management
- **Credit Hours**: 3 credits
- **Current Academic Term**: SPRING 2021

Instructor Information

- **Instructor**: Dr. Jim Mennie
- **Office**: IST 2037
- **Office Hours**: M- 3:00PM-4:00PM (IST & TEAMS), T-9:00-10:00AM (Bartow &
- TEAMS) W-2:00-3:00PM (IST & TEAMS) (or by appointment)
- **Office Phone**: (863) 874–8657 cell-(813)-838-4572
- **E-mail**: Jmennie@floridapoly.edu
- **Class Meeting**: M/W 4:00PM-5:15PM IST-1045

Course Details

- **Official Catalog Course Description**:

This course integrates concepts and knowledge from a broad range of core business and analytical skills to explore contemporary factors such as social, technological, environmental, political, and economic conditions influencing the business environment. The course emphasizes strategic thinking in crafting and executing strategy. This course requires significant group-based work through use of case studies.

- **Prerequisites: : MAN 2591 Introduction to Operations and Supply Chain Management** OR **MAN 3504 - Introduction to Operations and Supply Chain Management**

- **Communication/Computation Skills Requirement (6A-10.030)**: No

- **Required Texts**:
  Crafting & Executing Strategy- The Quest for Competitive Advantage
  Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble, A.J. Strickland III

  ISBN-978-1-259-73278-2

- **Equipment and Materials**:
  This course is primarily an examination of strategy for the first half of the course, and then a close examination of case studies for a variety of companies within different fields. Course project

component utilizes a strategy simulation enabling students to utilize what they have learned in a controlled setting. Students will develop their strategic management skills analyzing assigned corporate case studies and applying what they have learned in class as well as developing their abilities to create strategies for organizations that lack, or need new strategies.

- **Course Objectives**:
  The course is designed to provide a broad understanding of strategy formulation, implementation and evaluation as essential management responsibilities. Upon course completion students can expect to:

  1. Formulate effective value, vision and mission statements that align with the strategy.
  2. Conduct comprehensive analyses of key competitors, industry structure, market demands, and technological trends in the context of a globally competitive external environment.
  3. Identify and assess an organization's internal strengths and weaknesses and external opportunities and threats (SWOT) as well as Strengths Opportunities Aspirations, Results (SOAR).
  4. Identify, assess, and incorporate business ethics, corporate social responsibility, value creation, and sustainability into the strategic planning process and business models.
  5. Formulate and implement effective long-term strategies and plans for creating sustainable competitive advantage.

- **Course Learning Outcomes**:
  Upon successfully completing this course, students will be able to:
  1. Identify different types of strategies and their effective utilization
  2. Gain a greater understanding of how strategic management aligns with operational effectiveness
  3. Utilize simulation software to implement strategies and what if scenarios and observe how it affects an organization

- **Alignment with Program Outcomes**:   **Course learning outcomes**

Business analytics Program Student Outcomes	1	2	3		
Outcomes					
1. Apply current business analytics concepts, techniques, and practices to solve business problems	X	X	X		
2. Analyze a given business problem using appropriate analytics techniques to generate insights and solutions	X	X	X		
3. Communicate effectively insights, analysis, conclusions, and	X	X	X		

solutions to a diverse audience					

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Academic Support Resources

- **Library**: Students can access the Florida Polytechnic University Library through the student portal Pulse and Canvas, on and off campus. Students may direct questions to the Success Desk in the Commons or by email, library@floridapoly.edu.
- **ASC**: The Academic Success Center, located in the Commons and at ASC East, provides a range of services. Students may direct questions to success@floridapoly.edu.

Course Policies:

- **Attendance** (see also University Policy)
  Students are expected to attend all classes. Attendance will be taken in each class utilizing A+ attendance within canvas. **Please be sure to enter the attendance code when it is given in the beginning of each class**.

I am a student; what should I do if I think I may have COVID-19?
Students who are showing symptoms or who have been exposed to COVID-19 are expected to stay in their residences (at home or in their dorm rooms) and immediately notify the FL POLY CARE manager at care@floridapoly.edu. The CARE manager will work with each student to triage their individual situation and the CARE Manager will notify faculty of students who are not attending courses due to COVID-19 symptoms.

If you know that you will miss a class for any reason discuss the situation with your instructor **BEFORE** the class is missed. Only valid and documented excuses will be considered. Any documentation must be submitted within 1 week of your absence. Class attendance will be taken at every class period. The department considers attendance a vital part of the learning process and as a result, there will be a penalty for missed classes. Exceptions to any attendance requirements may be made on a case-by-case basis.

Students in face-to-face (this includes labs and C-courses) courses are expected "to attend all of their scheduled University classes and to satisfy all academic objectives as defined by the instructor" (University Policy, FPU-5.0010AP).

- Homework assignments are required and make up 15% of your grade. Homework assignments are utilized as an introduction to new material as well as a reinforcement of concepts presented. Homework assignments must be typed and submitted via Canvas. No handwritten assignments will be accepted. These assignments must be your own original work and must be submitted to

canvas on time and will be reviewed in Turnitin. Plagiarism is a serious violation of the student code of conduct and will not be tolerated in this class. Violations of the student code of conduct will be referred to the Provost's office should it occur.

- **Grading Scale**: (See also University Grading Policy).
  Grades will be determined according to the following scale:

A	93% – 100%	B	83% – 85%	C	73% – 75%	D	63% – 65%
A–	90% – 92%	B–	80% – 82%	C–	70% – 72%	D–	60% – 62%
B+	86% – 89%	C+	76% – 79%	D+	66% – 69%	F	0% – 59%

- **Assignment/Evaluation Methods**:

Assignment	Percentage
Attendance & Participation	15%
Midterm Exam	15%
Final Exam	20%
Quizzes	20%
Homework	15%
Final Project	15%
Total	100%

Participation in all course activities is a very important element of this course, is a basic expectation, and counts for part of your grade. Course participation consists of active and respectful involvement in class discussions, presentations, peer feedback, postings, replies, projects, and other interactions. The course grade considers quality, quantity, and timeliness of student participation.

- **Late Work/Make-up work**:
  Each student must keep current on assignments. *Late assignments are not graded, unless permission has been obtained from the instructor in advance*. Medical emergencies with valid documentation would be about the only exception. Any other documentation will be evaluated on a case by case basis.

University Policies

COVID-19 Statement
Regardless of the mode of course delivery, all Florida Poly students are asked to make a Campus Commitment demonstrating respect and consideration for themselves or others, and for the people they care about. This campus commitment includes monitoring one's health and seeking medical care when appropriate; wearing face-coverings and respecting social-distancing, especially in the classroom and in gatherings; washing one's hands frequently (and when not possible using hand-sanitizer); following medical guidance; and participating in keeping shared spaces clean. If you are experiencing any symptoms of COVID-19 outlined by the CDC, you must stay home or in your residence hall room and immediately contact the associate director of campus wellness management at 863-874-8599 or email care@floridapoly.edu

Basic rules for in the classroom, IST, and Campus

1. You must always wear your face-covering during class and throughout the building
2. Absolutely no eating or drinking during class.
3. Leave the furniture on its correct floor markings; if the furniture is moved, please return it to those markings.
4. Clean your classroom space with a sanitizing wipe before you start class.
5. Do not remove sanitizing wipes or hand sanitizers from their set locations-they are put there for everyone.
6. Follow directional signs throughout the buildings and respect appropriate social distancing
7. Study hard and engage with all your courses

- **Academic Integrity**: All students must commit to the highest ethical standards in completion of all academic pursuits and endeavors: Academic Integrity
- **Reasonable Accommodations**: Students who qualify for course or classroom adjustments under the Americans with Disabilities Act (ADA) must register with the Office of Disability Services: Request for Disability Services
- Accommodations for Religious Observances, Practices and Beliefs
  The University will reasonably accommodate the religious observances, practices, and beliefs of individuals regarding admissions, class attendance, and the scheduling of examinations and work assignments. (See University Policy)
- **Title IX**: Florida Polytechnic University is committed to ensuring a safe, productive learning environment on our campus that prohibits sexual misconduct, including discrimination based on sex or gender, harassment, stalking, sexual assault, sexual exploitation, or intimate partner violence. If you or someone you know needs assistance, you may speak to any university employee; however, they have an obligation to report the incident to the Title IX Coordinator, who will keep that information private to the greatest extent possible. If you want to speak to someone permitted to keep your disclosure confidential, seek assistance from the Florida Polytechnic University Ombudsman, BayCare's Student Assistance Program, 1-800-878-5470 and locally within the community at Peace River Center, 863-412-2700 (24-hour hotline) or 863-412-2708 to schedule an appointment. If you or someone you know feels unsafe or may be in imminent danger, please call the Florida Polytechnic University Police Department 863-874-8472 or the local Police Department 911 immediately. For more information about policy, reporting options and resources at Florida Polytechnic University and the community, please visit the Title IX Website.

Course Schedule
 A tentative course calendar is included below.

Week	Topic	HW Assignments
Week1 1/11/21 & 1/13/21	Chapter 1- What is Strategy and Why is it important?	*Please read chapter 1 and complete #2 on the Assurance of Learning Exercises on page*

		15. Submit your assignment via Canvas by 1/12/21.
Week2 1/18/21- No class & 1/20/21	Chapter 2- Charting a Company's Direction, Its Vison, Mission, Objectives, Strategy	*Please read Chapter 2 and complete #2 & #3 Assurance of Learning Exercises on page 43. Please submit your assignment via Canvas by 1/17/21.*
Week3 1/25 & 1/27	Chapter 3- Evaluating a Company's External Environment	*Please read Chapter 3 and complete #1 on the Assurance of Learning Exercises on page 79. Please submit your assignment via Canvas on 1/24/21.*
Week4 2/1/21 & 2/3/21	Chapter 4- Evaluating a Company's Resources, capabilities, and Competitiveness Quiz #1	*Please read Chapter 4 and complete #3 Assurance of Learning on page 117. Please submit your assignment via Canvas by 1/31/21.*
Week5 2/9/21 & 2/10/21	Chapter 5- The Five Generic Competitive Strategies	*Please read Chapter 5 and complete #1-4 Assurance of Learning on page 146. Please submit your assignment via Canvas by 2/7/21.*
Week6 2/15/21 & 2/17/21	Chapter 6- Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations	*Please read Chapter 6 and complete #1-4 Assurance of learning on page 176. Please submit your assignment via Canvas by 2/14/21*
Week7 2/22/21 & 2/24/21	Chapter 7-Strategies for Competing in International Markets	*Please read Chapter 7 and complete #1-4 in Assurance of Learning on page 210. Go Pro case study one page analysis. Please submit your assignment via Canvas by 2/21/21*
Week8 3/1/21 & 3/3/21	Chapter 8- Corporate Strategy: Diversification and the Multi-business Company Midterm Examination	*Please read Chapter 8 and complete #1-4 in Assurance of Learning on page 254. Ford case study one page analysis. Please submit your assignment via Canvas by 2/28/21*
Week9 3/8/21 & 3/10/21	Chapter 9- Ethics, Corporate Social Responsibility, Environmental Sustainability and Strategy	*Please read Chapter 9 and complete #1-4 in Assurance of Learning on page 286. LVMH case study one page analysis.*

		Please submit your assignment via Canvas by 3/7/21
Week10 3/15/21 & 3/17/21	Chapter 10- Building an Organization Capable of Good Strategy Execution, People, Capabilities, and Structure	*Please read Chapter 10 and complete #1-4 in Assurance of Learning on page 318. Pepsi case study one page analysis. Please submit your assignment via Canvas by 3/14/21*
Week11 3/22/21 & 3/24/21	Chapter 11- Managing Internal Operations: Actions That Promote Good Strategy Execution	*Please read Chapter 11 and complete #4 in Assurance of Learning on page 342. Tim Cook case study and one page analysis. Please submit your assignment vi Canvas by 3/21/21*
Week12 3/29/21 & 3/31/21	Chapter 12- Corporate Culture and Leadership: Keys to Good Strategy Quiz #2	*Please read Chapter 12 and complete #1-4 in Assurance of Learning on page 369. FitBit case study and one page analysis. Please submit your assignment vi Canvas by 3/28/21*
Week13 4/5/21 & 4/7/21	Case study- Mystik Monk Coffee Case Case study-Costco Case study-Etsy	
Week14 4/12/21 & 4/14/21	Case study-Robin Hood Case study- Chipoltle Mexican Grill Case study- Rosen Hotels	
Week15 4/19/21 & 4/21/19	*Case study- TOMS shoes Case study- Gap Inc.: Can it develop a Strategy to Connect with Customers* *Team Final Presentations*	
16	*Final Examination date to be provided later this semester which will be during Final Exam Week*	

I reserve the right to modify this schedule as required by the progression of the class.

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Final Project

The final project will consist of the class breaking out into five teams with four members each. Students may select their own team members. Each team will be competing against each other with the Business Strategy simulation. This project will empower students to design a strategy aimed at winning a competitive advantage for their company in head-to-head competition against companies run by their other classmates' teams. Students apply textbook and lecture concepts while battling for market share and industry leadership.

Final Project Report
> Your goal is to submit a cohesive project report that conveys that you have mastered the techniques discussed during the semester.

- *Final Project Presentation*
  An important aspect of doing research is taking time to share your findings with others. We will give everyone 10 minutes to share their final project and summarize their findings. *The final project presentation accounts for 15% of your final project grade.*

Your instructor will provide you with specific guidelines for the final project report and final project presentation shortly after the first few weeks of classes (format and length, call for proposals, reference materials, presentation guidelines and logistics, rubric, etc.)

Important Dates

January 11 – 15	M-F	Drop/Add Week
January 18	M	Martin Luther King Jr. Holiday - No Classes
March 10	W	Spring Break Day- No Class
March 26	F	Spring Break Day- No Class
April 13	T	Withdrawal Without Academic Penalty Deadline (W assigned)
April 23	F	Last Day of Classes
April 24, 26	Sat, M	Reading Days - No Classes
April27-30, May 1	T-Sat	Final Exams
May 10	M	Final Grades Available Online

Sample Rubric for Report and Presentations
The final presentations and reports will be evaluated using the rubrics included below.
Report Rubric

Objective	Category	Below Expectations	Weak	Average	Good	Excellent
	Score	**1**	**2**	**3**	**4**	**5**
Students can write professional quality documents	Introduction	Opening is off-topic and inappropriate to the purpose, not concise and no clarity	Opening is somewhat related to the topic and appropriate to the purpose but is not concise and clear	Opening is related to the topic and appropriate to the purpose. Somewhat clear and concise	Opening is related to the topic and appropriate to the purpose. Clear and concise	Strong opening that is clear and concise
	Organization	Disorganized; incorrect format; unclear direction	Somewhat organized; incorrect format; unclear direction	Organized; correct format; unclear direction	Organized; correct format; clear direction	Correct formatting, strong clarity and organization in the development of main points

		Presents information from irrelevant sources representing limited points of view/approaches	Presents information from relevant sources representing limited points of view/approaches	Presents in-depth information from relevant sources representing limited points of view/approaches	Synthesizes in-depth information from relevant sources representing limited points of view/approaches
Literature Review	Does not present information from any source	Presents information from irrelevant sources representing limited points of view/approaches	Presents information from relevant sources representing limited points of view/approaches	Presents in-depth information from relevant sources representing limited points of view/approaches	Synthesizes in-depth information from relevant sources representing limited points of view/approaches
Research Design (weighted twice)	Does not provide information on research design	Inquiry design demonstrates misunderstanding of the methodology or theoretical framework	Critical elements of the methodology or theoretical framework are missing, incorrectly developed or unfocused	Critical elements of the methodology or theoretical framework are appropriately developed however, more subtle elements are ignored or unaccounted for	All elements of the methodology or theoretical framework are skillfully developed and may be synthesized from across disciplines or relevant subdisciplines
Analysis (weighted twice)	Incorrect, Irrelevant, no supporting evidence	Correct, irrelevant, no supporting evidence	Correct, relevant, no supporting evidence	Relevant and correct with supporting evidence	Relevant, correct, complete, incorporates innovative insights
Next Steps	Missing or content does not support conclusion	Conclusion irrelevant to the findings	Conclusion somewhat relevant to the findings	Conclusion relevant to the findings	Strong conclusion that is clear, complete and compelling
Grammar & Spelling	Uses language that often impedes meaning due to errors	Uses language that often sometimes meaning due to errors	Uses language that generally conveys meaning to readers with clarity, although writing includes some errors	Uses straightforward language that conveys meaning to readers. Language has few errors	Uses graceful language that communicates meaning to readers with clarity and fluency and is virtually error free
Reference Style (APA)	Did not follow APA style	Numerous errors in APA style, did not cite sources correctly, formatting issues	Some errors in APA style, cited correctly but formatting issues persist	Minimum errors in style and formatting but does not detract from readability	No errors in APA style
Total points for Report = 50					

Presentation Rubric

Objective	Category	Below Expectations	Weak	Average	Good	Excellent
	Score	1	2	3	4	5
Students can demonstrate mastery of communication technology	Use of Media	Lack of media detracts from the presentation objective	Misuse of media that detracts from the presentation objective	Use of media barely supports and contributes to the presentation objective	Use of media supports and contributes to the presentation objective	Use of media supports, clarifies and reinforces the presentation objective
	Quality of Slides	Very poor quality. Not enough or too much colors, fonts and animations that detract from project objective	Poor quality. Not enough or too much colors, fonts and animations that detract from project objective	Fonts, colors and animations barely support the presentation objective	Fonts, colors and animations support the presentation objective	Fonts, colors and animations support, clarify and reinforce the presentation objective
Students can develop and deliver a compelling oral talk with	Opening statement	Opening is off-topic and inappropriate to the purpose, not	Opening is somewhat related to the topic and appropriate to the	Opening is related to the topic and appropriate to the purpose.	Opening is related to the topic and appropriate to the purpose. Clear and concise	Strong opening that is clear and concise

relevant facts and information		concise and no clarity	purpose but is not concise and clear	Somewhat clear and concise		
	Organization	Disorganized; incorrect format; unclear direction	Somewhat organized; incorrect format; unclear direction	Organized; correct format; unclear direction	Organized; correct format; clear direction	Correct formatting, strong clarity and organization in the development of main points
	Literature Review	Does not present information from any source	Presents information from irrelevant sources representing limited points of view/approaches	Presents information from relevant sources representing limited points of view/approaches	Presents in-depth information from relevant sources representing limited points of view/approaches	Synthesizes in-depth information from relevant sources representing limited points of view/approaches
	Analysis	Incorrect, Irrelevant, no supporting evidence	Correct, irrelevant, no supporting evidence	Correct, relevant, no supporting evidence	Relevant and correct with supporting evidence	Relevant, correct, complete, incorporates innovative insights
	Next Steps	Missing or content does not support conclusion	Conclusion irrelevant to the findings	Conclusion somewhat relevant to the findings	Conclusion relevant to the findings	Strong conclusion that is clear, complete and compelling
	Timing	Presentation is too short, insufficient coverage of material	Presentation is too long. Unable to cover all the material	Able to cover all the material within five extra minutes	Utilizes allotted time to provide sufficient coverage of material	Well-paced coverage of material within the allotted time
Students can deliver an oral talk with clarity and appropriate poise	Delivery Techniques	Does not participate in the oral presentation	Delivery techniques (posture, gesture, eye contact, and vocal expressiveness) detract from the understandability of the presentation, and speaker appears uncomfortable.	Delivery techniques (posture, gesture, eye contact, and vocal expressiveness) make the presentation understandable, and speaker appears tentative.	Delivery techniques (posture, gesture, eye contact, and vocal expressiveness) make the presentation interesting, and speaker appears comfortable.	Delivery techniques (posture, gesture, eye contact, and vocal expressiveness) make the presentation compelling, and speaker appears polished and confident.
	Peer Evaluation	5 points				
Total Points = 50						

Additional Resources:

https://www.thoughtco.com/how-to-write-a-case-study-analysis-466329

https://www.bing.com/videos/search?q=how+to+analyze+a+business+strategy+case&qpvt=how+to+analyze+a+business+strategy+case&FORM=VDRE

https://www.smartsheet.com/business-case-analysis-examples

https://hbsp.harvard.edu/product/8097-PDF-ENG

https://hbsp.harvard.edu/product/8118-PDF-ENG

https://hbsp.harvard.edu/product/8114-PDF-ENG

https://hbsp.harvard.edu/product/708475-PDF-ENG