

# BUS 452

FALL 2019  
SYLLABUS VER. 1.0

WVSEM 207  
TUES/THURS  
SECTION 82A  
9:25-10:50 AM

INDIANA  
WESLEYAN  
UNIVERSITY

DEVOE DIVISION  
OF BUSINESS

CREDIT HRS: 3

PREREQS:  
ADMISSION TO  
THE DEVOE  
DIVISION OF  
BUSINESS & SENIOR  
STANDING

# STRATEGIC MANAGEMENT

## Professor Information:

Matthew Voss, MBA  
Email: matt.voss@indwes.edu  
Office: Maxwell Center, 206-A  
Phone: 479-633-1899 | Twitter: mvoss15

## Office Hours:

Tuesdays & Thursdays: 12:00 - 5:00PM

Other times/locations available by appointment – just let me know!

## Course Description & Learning Outcomes

As listed in the IWU college catalog, this course is an integration of the management, marketing, finance, economics, and accounting aspects of 1) analyzing the internal and external environment of the firm; 2) developing the mission, long-range objectives, and the strategy to achieve the objectives; and 3) evaluating the firm's performance for efficiency and effectiveness. Oral and written presentations of case analyses are used extensively.

### Student Learning Outcomes:

1. Evaluate the major models and concepts in the field of strategy and distinguish which are emergent and which are deliberate strategy by nature.
2. Select the appropriate strategic concepts from the literature and

apply them to current strategic issues for individual firms.

3. Develop and present an integrated strategic analysis of an organization including strategic recommendations.

## What's in this syllabus?

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INDIANA WESLEYAN UNIVERSITY  
**DEVOE**  
DIVISION OF BUSINESS

## About this Course

As we will discover throughout our study of Strategic Management, strategy frequently involves making decisions in an environment of uncertainty, ambiguity, and unpredictability. This is one of the final courses you will take in the DeVoe Division of Business. My goal is to help prepare you as much as possible for some of the realities of the marketplace as we study the wide-ranging topic of strategy. By approaching the activities in the course with an open mind, I am convinced that this will be a challenging yet rewarding process. Below are some 'ground rules' that will help to shape our semester together.

1. **Dealing with ambiguity:** In contrast from lower-level courses you have taken at the University, the majority of your assignments and projects in this course will have limited more open-ended guidelines rather than step-by-step instructions. **This is by design.** You are encouraged to approach these assignments from the perspective of first identifying your 'client' and then determining how your work can offer 'value' to them. As your professor, I am always available to consult with you to discuss your ideas, and provide further clarification. **My goal is to help you develop the ability to critically assess your work and stand confidently on your well-informed decisions.**
2. **Values:** Healthy companies and organizations allow clear core values to shape and guide the behaviors and strategies of the firm. Likewise, early in the semester, we will be exploring our individual and collective sets of core values, which will shape much of our interactions together this semester.
3. **Critical Thinking:** We will be exploring strategy from multiple different perspectives, which will not always be in agreement with one another. Developing skills in evaluating the underlying assumptions of an author or theory, contrasting them with other readings, articulating the similarities and differences, and appropriately applying various concepts will be a key focus of our discussions.
4. **Agility:** One's response to changing circumstances and the ability to take advantage of opportunities as they present themselves is a key component of strategic thinking. You will have the opportunity to have to practice this skill throughout the semester in unpredictable ways.
5. **Engagement:** This is a discussion-based class. Much of our class time will be spent discussing and applying concepts from the readings and our experience and connecting these to current business events. It is strongly recommended that you consistently follow current business news this semester. I recommend NPR's *Marketplace* podcast or the *Wall Street Journal*.

## Course Organization

The class will focus on 3 primary "Big Picture" topics.

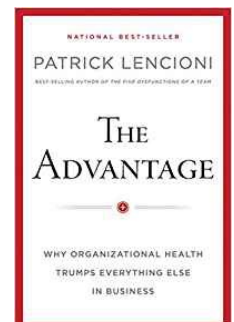
1. **Strategy:** Developing a solid understanding of various theories, models, and approaches to strategic management, along with application to a real-world case.
2. **Culture:** Exploring the importance of organizational culture on developing a healthy company, along with the connections between strategy and culture.
3. **Career:** Helping to ensure each soon to be graduate of the DeVoe Division of Business is prepared to launch successfully into careers, graduate school, and more.

## Required Resources

Skyepack Strategic Management Digital Coursepack  
Available at *Link TBA* or the IWU Bookstore

Lencioni, P. (2012). *The Advantage*. San Francisco: Jossey-Bass.

List of required strategy articles posted on BrightSpace. You are encouraged to collaborate in collecting and sharing copies of the articles.



## Course Communication

**Communicating with me:** I am generally easy to access and try to respond to all emails within one business day, usually much faster. I am typically available to meet during my office hours, though scheduling an appointment is encouraged. I am also available at other times or locations by appointment. You are welcome reach me by phone or text at 479-633-1899. *Please, no calls or texts after 10:00pm.*

*While I am always open to discuss your grade, as a general policy, I do not discuss grades over email. Please schedule an appointment if you wish to discuss your current grade, a specific assignment or for additional feedback on a particular assignment.*

**Communicating with you:** All key announcements and information may be presented during class, on Brightspace, and/or sent to your IVU email. You are expected to check your student email regularly; failure to read your email is not a valid excuse for missing important information! *If you must miss class, it is your responsibility to obtain any key information, announcements and/or notes from a classmate. Or, contact me in advance of your absence and we can discuss participating in class via Skype or FaceTime.*

## Grade Breakdown

Group Discussion Presentations & Participation.....	100 pts
Values Articulation .....	25 pts
Resume .....	25 pts
Supplemental Reading Discussion.....	25 pts
Strategic Plan Project	
Proposal .....	15 pts
Research Draft.....	15 pts
Final Draft .....	100 pts
Presentation .....	70 pts
Reading Questions .....	50 pts
Peregrine Business Knowledge Exam .....	25 pts
Comprehensive Final Exam.....	<u>100 pts</u>
Total Points Possible .....	525 pts

## Grading Scale

Grade	%
A	95-100
A-	92-94
B+	89-91
B	85-88
B-	82-84
C+	79-81
C	75-78
C-	72-74
D+	69-71
D	65-68
F	0-64

## Grading

I use rubrics to grade assignments. A sample written assignment rubric is included on Brightspace. The grading scale is listed here with the respective percentages. I am happy to provide additional feedback regarding your assignments and grade if desired; please visit during office hours or schedule an appointment!

## Classroom Expectations

Class will begin and end on time, and it is your responsibility to attend class, be prepared for discussion, arrive on time, and stay for the duration of the class. Be engaged and attentive - please avoid laptop or device use unless specifically needed for a class activity. I reserve the right to ask students leave for behavior that is disruptive or distracts from the learning environment.

## Assignment Overview

### Presentations & Discussion (Outcomes 1&2)

The class will be divided into discussion groups, with each group representing a diverse mix of business division majors. Please sit with your discussion group each day. You will also be assigned a “presentation group;” you’ll have the opportunity to work together with the members of your presentation group to help prepare for your article presentations. Additional clarity will be provided the first week of the course!

Grading will be based upon my assessment of your participation (30 points), a peer assessment among your presentation group (35 points) and an assessment by the peers in your discussion group (35 points).

### Values Articulation and Resume (Career focus)

You’ll have the opportunity to refine your personal core values statement and resume, both instrumental as you pursue your next steps after graduation.

### Supplemental Reading Discussion (Outcome 2)

Discussion questions will be submitted on our supplemental text, Patrick Lencioni’s *The Advantage*.

### Strategic Plan Project (Outcome 3)

In partnerships, students will complete a research-based strategic plan project utilizing many of the tools discussed

in the course. The project will culminate in a professional presentation.

### Reading Questions (Outcomes 1&2)

Online reading checks and case questions are integrated into the Skypack chapter modules.

### Business Content Exam

The class will complete a standardized business content exam, evaluating general and specific business knowledge gained in each business discipline through your experience in the DeVoe Division of Business. Completion of the exam is worth 25 points, with an opportunity to earn up to 10 bonus points.

### Cumulative Final Exam

The class will conclude with an essay based cumulative final exam, focused on the appropriate selection and application of strategic management concepts to a situation.

### Extra Credit

It is unlikely that any additional extra credit will be offered.

## Assignment Guidelines

Unless designated as a group assignment, all activities in this class are to be completed as individual assignments. College-level grammar and writing is expected - assignments with excessive errors may be returned to the student for resubmission, with a 10% penalty. **You are encouraged to use the services of the Writing Center for writing help!**

For **written** assignments in this class be certain to follow the guidelines listed below (unless the assignment instructions state otherwise):

- Assignments **MUST** be submitted electronically through BrightSpace. **DO NOT submit assignments in hard-copy** or by e-mail!
- All written assignments **MUST** be in **Microsoft Word format** (.doc or .docx)
- Use 12 point font, 1 inch margins, and double line spacing for written assignments
- Properly cite all resources used with in-text citations and reference list following APA guidelines
- Be sure that your name is on your assignment cover page
- **Follow all specific assignment requirements specified in the assignment instructions**
- Assignments **NOT** following these guidelines **MAY NOT BE ACCEPTED**, or may have points deducted
- Any and all assignments may be checked using available tools to detect cheating or plagiarism.

## Resources & Policies

### Due Dates & Late Work

There is no late policy in the business world. Customers will not wait if a seller is late in submitting a proposal, and in most cases will buy from your competition. It is crucial to fulfill our commitments on time, every time.

All assignments – unless otherwise stated in the assignment instructions – are due in electronic format **by the start of class** on the due date. You are welcome and strongly encouraged to submit your work early!

**Late work will NOT be accepted in this class. Any late assignments will be assigned a grade of 0 points.** Exceptions may only be considered in extreme circumstances when the student contacts the professor **PRIOR** to the due date.

### Attendance Policy

I expect student attendance in all classes. Attendance will be taken at the beginning of each class session. Students are allowed **ONE** class session of unexcused absence per semester without penalty. **Any unexcused absences beyond this will result in a 3% reduction in the final grade per absence. More than 6 total unexcused absences (Tues/Thurs classes) or 8 (MWF classes) during the semester will result in an F for the course.**

If a student must miss class on the day of an exam or other in-class activity - whether excused or unexcused - it is the student's responsibility to contact the professor **BEFORE** class time to arrange an alternate or make-up assignment; failure to do so will result in no opportunity to make up the work.

For any absences - excused or unexcused - it is your responsibility to ensure that you stay up to date on

course material, including obtaining notes and announcements from a classmate.

### Accommodations

If you need course adaptations or accommodations because of a disability, please make an appointment with Center for Student Success – Second Floor of the Student Center (Phone x2257) as soon as possible. If you have already received an Academic Adjustment Letter from CSS, have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me to discuss as soon as possible.

### Textbooks

I expect students to obtain required texts by the first day of class. Extensions will not be granted to students who fail to obtain the necessary resources to complete assignments by the specified deadlines.

### Academic Dishonesty

Academic dishonesty is inconsistent with scholarship and the pursuit of knowledge and Christian character. Thus, Indiana Wesleyan University expects students to be honest in all academic work.

Be sure to review the complete Academic Honesty policy and listed sanctions posted to BrightSpace.

### Additional Policies:

Students are expected to become familiar with all additional policies under the "Student Information and Resources" section of BrightSpace.

## Need Help? Feeling Overwhelmed?

If you need help or are feeling overwhelmed...Don't give up!

1. Set up an appointment with me first - I'm happy to discuss specific needs, concerns, questions, or creative ideas! I want you to be successful in this class, and welcome the opportunity to meet.
2. Talk to your advisor - your academic advisor is your ally, and can help answer questions and guide you to resources.
3. Seek out campus resources. Tutoring, writing help, counseling and many other services are available to you on campus - free of charge!

## Syllabus - Course Schedule

Review syllabus, assignment details, and all content provided in the class for additional information. All assignments due by class time on the date indicated, unless otherwise posted.

Week	Dates	Readings for In-Class Discussion	Assignments Due	Due Date
1	9/3 9/5	Article 1, <i>Values Workshop</i>	Skyepack Account Setup	9/5
2	9/10 9/12	Article 2 & SP Chapter 1 Article 3 & 4	Chapter 1 Questions	9/10
3	9/17 9/19	<i>Bring Current Resume to Class - Resume Workshop</i> SP Chapter 2	Chapter 2 Questions	9/19
4	9/24  9/27	Articles 5 & 6 ( <i>Tip: Begin Reading Lencioni text!</i> )  SP Chapters 3 & 4	Resume Draft  Project Proposal Chapters 3 & 4 Questions Resume Peer Review	9/24  9/27 9/27 9/27
5	10/1  10/3	SP Chapter 5  Articles 7 & 8	Values Articulation Chapter 5 Questions Resume Final Draft	10/1 10/1 10/3
6	10/8  10/10	SP Chapters 6 & 7 Articles 9 & 10 SP Chapters 8 & 9	Chapters 6 & 7 Questions  Chapters 8 & 9 Questions	10/8  10/10
7	10/15 10/17	Articles 11 & 12 <i>Early Friday - No Class Meeting</i>	Project: Research Rough Draft	10/15
8	10/22 10/24	The Advantage (entire book) SP Chapter 10	Peregrine Exam Supplementary Reading Discussion Quest. Chapter 10 Questions	10/22 10/24 10/24
9	10/29 10/31	<i>Project Workshop</i> SP Chapter 11 Articles 13 & 14	Chapter 11 Questions	10/31
10	11/5 11/7	SP Chapter 12	Chapter 12 Questions	11/5
11	11/12 11/14	Articles 15 & 16		11/14
12	11/19 11/21	Articles 17 & 18 Articles 19 & 20		
13	11/26 11/28	<i>Catch-up / Final Exam Review</i> <i>Thanksgiving Break - No Class</i>	Project Final Draft	11/26
14	12/3 12/5	<i>Project Presentation Day 1</i> <i>Project Presentation Day 2</i>	Presentation Slides	12/3
15	12/11	Final Exam	<b>10:00AM Wed. Dec 11</b> Group Evaluations Due	12/11

**Final Note:** Any and all items in this syllabus, including assignments, point values, and due dates, are subject to change by the professor during this course. Copies of student work may be saved and/or archived in print



## About me...

Matthew Voss serves as Assistant Professor of Entrepreneurship in the DeVoe Division of Business at Indiana Wesleyan University, teaching in the disciplines of Entrepreneurship, Marketing and Management.

Before joining IWU in 2017, Matt was Chair of Business Administration & Management at Pillar College in New Jersey. Matt has also served as Entrepreneurship Program Coordinator and Sam M. Walton Fellow at Northwest Arkansas Community College in Bentonville, Arkansas. He has held leadership positions with a number of for-profit and non-profit ventures, including a business development role with Milestone Leadership at John Brown University, VP of Business Development for a startup software company, and Director of Communications for a missions agency.

Matt's interest in Business began early; as a kid he convinced a neighborhood friend to launch a series of enterprises, ranging from a wildly successful concession stand during the annual neighborhood garage sale to a backyard mini-golf course. One highlight of his professional career was being invited to the White House to present and sell one of his company's products!

Matt holds a Bachelor of Arts in Marketing and Business Administration from Indiana Wesleyan University and an



M.B.A. with a concentration in Entrepreneurship and Corporate Innovation from Ball State University. He is currently pursuing his DBA in Marketing at Anderson University.

Matt and his wife, Lynette, stay busy with two sons, Lucas and Nathan, who would be perfectly content spending their entire lives outdoors - regardless of the weather! In his free time, Matt enjoys biking, restoring old houses, diesel-powered Volkswagens, and sipping great coffee!

## Accreditation Information - CPC Coverage

DeVoe Division Of Business
BELIEFS
<p>The DeVoe Division of Business is an academic community that believes:</p> <ol style="list-style-type: none"> <li>1. Jesus Christ is the truth, and the one who leads us into all truth through the promptings of the Holy Spirit</li> <li>2. The triune God (Father, Son &amp; Holy Spirit) created all people in His image and therefore all have value and dignity</li> <li>3. God created us as unique individuals with different personalities and perspectives</li> <li>4. God designed us as relational beings, intended to belong and grow in community</li> <li>5. Business is a means to accomplish God's purposes, individually and collectively</li> </ol>
VALUES
<p>The DeVoe Division of Business is an academic community that values:</p> <ol style="list-style-type: none"> <li>1. The rich differences we exhibit by birth and experience, from personalities to cultural heritage</li> <li>2. The potential of the collaborative process, drawing on the full range of our differences</li> <li>3. The benefits of a continuous and collaborative learning process</li> <li>4. The opportunities to be connected and contribute to the well-being of others</li> <li>5. The opportunities to influence and be influenced in becoming more Christ-like</li> </ol>
MISSION
<p>The DeVoe Division of Business is a Christ-centered academic community that provides students the opportunity for personal, professional and spiritual development in preparation for a life of service, applying sound business principles with wisdom and creativity.</p>
VISION
<p>The vision of the DeVoe Division of Business is to prepare business professionals who are resilient and committed to meeting the needs of others in a Christ-like manner.</p>
PROGRAM STUDENT LEARNING OUTCOMES
<p><b>BUSINESS KNOWLEDGE</b> Exhibit a working knowledge of business principles and concepts and their application</p> <p><b>CONTINUOUS LEARNING &amp; DEVELOPMENT</b> Expand business knowledge and seek wisdom to meet needs</p> <p><b>CRITICAL THINKING</b> Evaluate assumptions and the potential consequences of actions for better decisions</p> <p><b>COLLABORATION</b> Assess the needs of stakeholders and collaboratively develop integrative solutions</p> <p><b>EMPATHY &amp; SERVICE</b> View &amp; understand issues from various stakeholders' perspectives to serve them</p> <p><b>CONFLICT MANAGEMENT</b> Encourage and participate in constructive conflict and minimize destructive conflict</p> <p><b>AGILITY</b> Adapt to changing circumstances and exhibit the agility to take advantage of new opportunities</p> <p><b>CREATIVITY</b> Develop creative ideas to address marketplace and organizational needs</p> <p><b>EFFECTIVE COMMUNICATION</b> Design and professionally deliver effective oral and written communication</p>

Common Professional Component BUS 452 Coverage	
Strategic Management Topics	Coverage Hours
Strategic Management	22
Emergent vs Deliberate Strategies Competition Competitive Advantage Industry Analysis Differentiation Core Competence Change Scenario Planning	
Competition	6
Competitive Advantage Porter's Models	
Culture	7
Core Values Mission & Vision Organizational Health Strategic Leadership	
Strategic Planning & Decision Making	4
Strategic Planning Analysis & Project Strategic Plans	
Stakeholders	2
Stakeholder identification & considerations Conscious Capitalism	
Career Planning	4
Networking & Job searching Communication & Presentation Skills Resumes	
TOTAL	45 hours

Common Professional Components	Coverage Hours
Marketing	10
Business Finance	
Accounting	
Management	10
Legal Environment of Business	
Economics	
Business Ethics	
Global Dimensions of Business	3
Information Systems (Excel)	3
Quantitative Techniques/Statistics	
Business Strategy/Integrative	45
TOTAL	71