**Management 4380-Strategic Management**

Fall 2020

Kimberly B. Boal, Professor of Management

Class Hours: Sec 005 11-11:50 MWF

Sec 006 12-12:50 MWF

Office Hours: Any Time by Appointment

Class: Online Course

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Text: Strategic Management, 5th ed. Frank T. Rothaermel. Mc Graw Hill

Teaching Assistants: Shu Ge

**This course will be exclusively taught online using Blackboard and Blackboard Collaborate Ultra. This course will be taught in real time and everyone is expected to login on class day and participate in the lecture.**

**Blackboard website:** Blackboard.ttu.edu

**Blackboard Collaborate Ultra:**

* Each class will be held in real time on Blackboard Collaborate Ultra. This can be located on you Blackboard course homepage section. Available class sessions will be listed and available to each student to enter 15 minutes before class begins.

**Purpose of Course**

* Management 4380 is first and foremost a course about "strategy," and about "managing for success." While there are no formulas for “riches” you can influence your chances by the decisions you make.
* The fundamental question we seek to understand is why some firms succeed and others fail. To do so requires that we examine a company’s Industry and Competitive Strategies. This will be achieved by doing an industry and competitive analysis of a company. The Learning Outcome is to understand how a company can achieve a Sustainable Competitive Advantage
* Next, that we understand how the firm attempts to compete, i.e., that is how it intends to win the hearts, minds, and business of its current, future, or potential customers. This requires we examine its *Competitive or Business Level Strategies*it develops to achieve a Sustainable Competitive Advantage
* It is important to examine how companies operationalize their competitive strategies at the functional level i.e. accounting, marketing, finance, ISQS, HRM, and management.

**Strategic Management (Mgmt. 4380)** has been designated to be included in the RCOBA Communication Literacy Plan. As such, students graduating with a Bachelor of Business Administration should be able to: Demonstrate professional written and oral communication capabilities to diverse audiences in variable situations.

* Effectively participate in and deliver formal and informal oral communication in multiple context as both presenter and listener.
* Exhibit the critical thinking competencies necessary to synthesize and communicate concepts, processes, and informational data related to organizational goals.
* Effectively put your thoughts in writing.

**Grading**

* 12 Assignments (15% of your final grade): 3 short Answer questions due at the end of each chapter. Each assignment is worth 9 points with a total of 108 points.
* 3 Multiple Choice Exams
  + Exam 1 Chapters 1-4, 100 points possible (20% of your final grade)
  + Exam 2 Chapters 5-8, 100 points possible (20% of your final grade)
  + Exams 3 Chapters 9-12, 100 points possible (20% of your final grade)
* 1 Paper: 100 points possible (25 % of your final grade)

**Attendance and Absences**

* Students are required to attend all online sessions unless they have notified and been granted permission form Dr. Boal.
* Students who are ill and are not able to attend class or complete assignments must contact Dr. Boal and arrangements will be made.

**Chapter Readings and Supplemental Content**

* Each student is required to read all 12 chapters in the textbook and watch the video clips posted under the Supplemental Content section in Blackboard.

**Written Assignments**

* Each student is responsible for 12 separate assignments due throughout the semester. Each assignment contains three short answer questions that cover the reading chapter and the supplemental content. Each is worth a total of 9 points (3 points per question) and are designed to keep you on tract with the course content.
* All written work is submitted on blackboard using Ariel or Times New Roman with a 12-point font size. There is no word minimum, but each response should be thoughtfully worded and structured to answer the question.

**Paper**

* Each student is to pick a company of their own choice to analyze. This company predominantly competes in one market segment of an industry identified by its NICS and SIC code. Each student paper must answer 10 questions regarding its industry and competitive analysis. The papers are due on the last day of class, December 2. The detailed instructions for the paper can be located on Blackboard under the content area labeled; Paper.

**CIVILITY IN THE CLASSROOM**

* Students are expected to assist in maintaining an online class environment which is contributes to collective learning.

**ADA STATEMENT**

* Any student who, because of a disability, may require special arrangements in order to meet the course requirements should contact the instructor as soon as possible to make any necessary arrangements.
* Students should present appropriate verification from Student Disability Services during the instructor’s office hours. Please note: instructors are not allowed to provide classroom accommodations to a student until appropriate verification from Student Disability Services has been provided. For additional information, please contact Student Disability Services in West Hall or call (806) 742-2405

**ACADEMIC INTEGRITY STATEMENT**

* Academic integrity is taking responsibility for one’s own class/or course work, being individually accountable, and demonstrating intellectual honesty and ethical behavior. Academic integrity is a personal choice to abide by the standards of intellectual honesty and responsibility. Because education is shared effort to achieve learning through the exchange of ideas, students, faculty, and staff have the collective responsibility to build

mutual trust and respect. Ethical behavior and independent thought are essential for the highest level of academic achievement, which then must be measured. Academic achievement includes scholarship, teaching, and learning, all of which are shared endeavors. Grades are a device used to quantify the successful accumulation of knowledge through learning. Adhering to the standards of academic integrity ensures grades are earned honestly. Academic integrity is the foundation upon which students, faculty, and staff build their educational and professional careers. [Texas Tech University (“University”) Quality Enhancement Plan, Academic Integrity Force, 2010]

**RELIGIOUS HOLY DAY STATEMENT**

* “Religious holy day” means a holy day observed by a religion whose places of worship are exempt from property taxation under Texas Tax Code § 11.20. A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence. A student who is excused under section 2 may not be penalized for the absence; however, the instructor may respond appropriately if the student fails to complete the assignment satisfactorily.

**TTU Resources for Discrimination, Harassment, and Sexual Violence**

* Texas Tech University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from gender and/or sex discrimination of any kind. Sexual assault, discrimination, harassment, and other title IX violations are not tolerated by the University. Report any incidents to the Office for Student Rights & Resolution, (806)-742-SAFE (7233) or file a report online at [www.titleix.ttu.edu/students/](http://www.titleix.ttu.edu/students/). Faculty and staff members at TTU are committed to connecting you to resources on campus. Some of these available resources are: TTU Student Counseling Center: (806)742-3674, <https://www.depts.ttu.edu/ssc/> (provides confidential support on campus); TTU Student Counseling Center 24-hour Helpline: (806)742-5555 (assists students who are experiencing a mental health or interpersonal violence crisis- if you call the helpline you will speak with a mental health counselor); Voice of Hope Lubbock Rape Crisis Center: (806)763-7273, <https://www.voiceofhopelubbock.org> (24-hour hotline that provides support for survivors of sexual violence); The Risk, Intervention, Safety, and Education (RISE) Office: (806)742-2110, <https://www.depts.ttu.edu/rise/> (provides a range or resources and support options focused on prevention education and student wellness); or Texas Tech Police Department: (806)742-3931, <http://www.depts.ttu.edu/ttpd/> (to report criminal activity on or near Texas Tech campus).

**LGBTQIA Support**

* I identify as an ally to the lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA) community, and I am available to listen and support you in an affirming manner. I can assist in connecting you with resources on campus to address problems you may face pertaining to sexual orientation and/or gender identity that could interfere with your success at Texas Tech. Please note that additional resources are available through the Office of LGBTQIA within the Center for Campus Life located at the Student Union Building Room 201: (806)742-5433, <https://www.depts.ttu.edu/lgbtqia/>

**Business Knowledge Assessment for Assurance Learning**

In this senior-level course, you will be given a multiple-choice business knowledge assessment that measures what you have learned about model, concepts, and theories of business across your B.B.A. A program here at the Rawls College of Business. As an Incentive, you will have the opportunity to raise one of your multiple choice exam raw score by 5 points. All that is required for you to get this grade **boost** is for you to answer at least 50% of the questions correctly. You do not need to study to do will in this assessment, so just read the questions carefully and pay attention to your answers.

You will need to take this survey at the Rawls Testing Center.

**Tentative Weekly Class Schedule**

* August 24
  + Class Organization and induction. Go over class syllabus found on blackboard Introduce Paper and Company Selection assignment. Chapters 1&2 Assignments available on Blackboard.
* August 26
  + Chapter 1 Strategic Management: What is Strategic Management
* August 28
  + Chapter 1 Continues
* August 31
  + Chapter 1 Concludes. Company Selection Due on Blackboard. Assignment 1 Due at end of the day tomorrow (Sept. 1).
* September 2
  + Chapter 2 Strategic Leadership: Managing the Strategy Process. Chapter 3 Assignment available on Blackboard
* September 4
  + Chapter 2 Continues
* September 7
  + Labor Day No School
* September 9
  + Chapter 2 Concludes. Assignment 2 Due at the end of the day tomorrow (Sept. 10).
* September 11
  + Chapter 3 External Analysis: Industry Structure, Competitive Forces, and Strategic Groups. Go over paper questions 2 & 3. Chapter 4 Assignment available on Blackboard.
* September 14
  + Chapter 3 Continues
* September 16
  + Chapter 3 Concludes. Assignment 3 Due at the end of the day tomorrow (Sept. 17)
* September 18
  + Chapter 4 Internal Analysis: Resources, Capabilities, and Core Competencies. Go over paper questions 6 & 7. Assignment 5 available on Blackboard.
* September 21
  + Chapter 4 Continues
* September 23
  + Chapter 4 Concludes. Go over any questions for Exam
* September 25
  + Exam 1 (Chapters 1-4)
  + Assignment 4 Due on Blackboard at the end of the day Sunday September 27
* September 28
  + Chapter 5 Competitive Advantage, Fire Performance, and Business Models. Go over paper question 5. Assignment 6 available on Blackboard.
* September 30
  + Chapter 5 Continues
* October 2
  + Chapter 5 Concludes. Assignment 5 Due on Blackboard at the day tomorrow (Oct. 3)
* October 5
  + Chapter 6 Business Strategy: Differentiation, Cost Leadership and Blue Oceans. Assignment 7 available on Blackboard.
* October 7
  + Chapter 6 Continues
* October 9
  + Chapter 6 Concludes. Assignment 6 Due on Blackboard at the end of the day tomorrow (Oct. 10)
* October 12
  + Chapter 7 Business Strategy: Innovation, Entrepreneurship, and Platforms. Assignment 8 available on Blackboard.
* October 14
  + Chapter 7 Continues
* October 16
  + Chapter 7 Concludes. Assignment 7 Due on Blackboard at the end of the day tomorrow (Oct. 17)
* October 19
  + Chapter 8 Corporate Strategy: Vertical Integration and Diversification. Go over paper question 4. Assignment 9 available on Blackboard.
* October 21
  + Chapter 8 Continues
* October 23
  + Chapter 8 Concludes. Go over any question for the Exam. Assignment 8 Due on Blackboard at the end of the day tomorrow (Oct. 24)
* October 26
  + Exam 2 (Chapters 5-8)
* October 28
  + Chapter 9 Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions. Assignment 10 available on Blackboard.
* October 30
  + Chapter 9 Continues
* November 2
  + Chapter 9 Concludes. Assignment 9 Due on Blackboard at the end of the day tomorrow (Nov. 3)
* November 4
  + Chapter 10 Global Strategy: Competing Around the World. Assignment 11 available on Blackboard.
* November 6
  + Chapter 10 Continues
* November 9
  + Chapter 10 Concludes. Assignment 10 Due on Blackboard at the end of the day tomorrow (Nov. 10)
* November 11
  + Chapter 11 Organizational Design: Structure, Culture, and Control. Assignment 12 available on Blackboard.
* November 13
  + Chapter 11 Continues
* November 16
  + Chapter 11 Concludes. Assignment 11 Due on Blackboard at the end of the day tomorrow (Nov. 17)
* November 18
  + Chapter 12 Corporate Governance and Business Ethics
* November 20
  + Chapter 12 Continues. Go over any questions about Paper.
* November 23
  + Chapter 12 Concludes. Go over any questions for Exam 3. Assignment 12 Due on Blackboard at the end of the day tomorrow (Nov. 24)
* November 25-29
  + HOLIDAY (No school)
* November 30
  + Exam 3 Chapters 9-12
* December 2
  + Paper’s Due on Blackboard
  + Last Day of Class/ No online session

The above is a tentative syllabus and class schedule. Your instructor is free to change any part of it as circumstances dictate.