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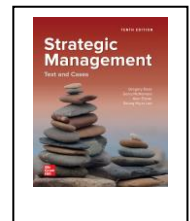
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### **Textbook**

Text: Dess, McNamara, Eisner & Lee. Strategic Management: Text & Cases, 10th edition. New York: McGraw-Hill Irwin.

This is an ebook version with McGraw Hill Connect. The ISBN for the textbook is 9781307743746.

The textbook is required.



This is a custom published text and available only through the PSU Bookstore or McGraw Hill. If you wish to order a textbook online from a different source, you are responsible for any changes or other deviations from the required text. Be sure you get the Text & Cases version.

### **Catalog Course Description**

A capstone course which integrates knowledge of the functional areas to develop and implement policies. Business Strategy is concerned with firm strategies and industry competition in global markets.

### **Prerequisites**

Prerequisites: FIN 326 Business Finance, MGMKT 327 Organizational Theory and Behavior, MGMKT 330 Basic Marketing and 85 hours completed. Prerequisite or co-requisite: MGMKT 626 Operations Management.

### **Course Objectives / Learning Outcomes**

Upon completion of this course, you should be able to:

1. Analyze the external environment of a particular firm and summarize the conditions managers face in terms of the general environment, the five forces, and strategic groups.
2. Analyze the ways a firm creates value and compare its value creating capabilities with those of its closest competitors.
3. Describe a firm's strategic position with respect to its business, corporate, and global strategies.

## Course Outline

An outline of topics, activities, and due dates is included at the end of this syllabus.

## Teaching Methods

This is a face-to-face course.

I have prepared my own PowerPoint slides, which are available in each Learning Module. PowerPoint presentations usually parallel and highlight concepts in the chapters, but they are not a substitute for the material in the textbook. Most concepts in the chapters appear in the PowerPoints in abridged form. In addition, some concepts covered only briefly in the chapters receive considerable elaboration in the PowerPoints or in class.

You are responsible for material covered in textbook chapters, discussed in the class, presented in videos, and highlighted in cases. Take special note of exhibits in the text. They often summarize material in a useful, concise fashion and sometimes provide information not supplied in the text or in lecture notes.

## Canvas

I have divided the course content into a series of learning modules. Each learning module typically consists of a reading assignment, an on-line quiz, and, sometimes, a written assignment. **You will find learning objectives and exercises contained within each module by clicking on Modules on the main menu (left side of page) in Canvas.**

Please check your e-mail and the Canvas course page each day especially on class days. I will be posting course materials, assignments, announcements, etc. throughout the semester. There are several homework exercises that I will ask you to complete throughout the course. Some of these will require you to prepare and complete the assignment prior to class time; others will require you to prepare for the exercise to be completed in class. You will be able to access most of these through links in Canvas. Assignments and exercises comprise a total of approximately 50 points toward the entire \*\*\* possible for the course. The total number of assignment points at the end of the course may vary, meaning that the total points for the course may vary slightly around the 770 shown in the table under Course Evaluation Methods (e.g., if there are 60 total assignment points, the number of points possible in the course will be \*\*\*).

**Communication:** Please check your e-mail and the Canvas course page each day especially on class days. I will be posting course materials, assignments, announcements, etc. throughout the semester. Please be sure to contact me by e-mail if you have any questions or concerns. Realize that e-mail communications between us are a form of professional business communication, and I expect correct spelling, punctuation, capitalization, and appropriate composition. E-mails between us are not text messages. Any email sent to me should start out with a formal greeting, such as “Dr. Horner,” not “Howdy,” “Hey,” etc., or just no greeting of any kind. (It is good to form this habit now for communicating later in the business world.). Although your e-mail may be perfectly clear to you, words often impart ambiguous meaning. Please be certain that what you are sending me is what you intend and that you are reasonably certain that I will understand this intent.

Below is an example:

Dr. Horner,

Our group would like to talk with you about our group project. Can we meet with you this coming Tuesday at 3:30?

Thanks,

Tom Jones

If I receive an unprofessional email from a student, rather than answer the question(s), I will respond asking to please see the section on Communication in the syllabus and to recompose the e-mail.

### **Attendance Policy**

Attendance in class is a critical aspect of the learning process both for you and your classmates. Some of the most important learning experiences take place through classroom interactions. In addition, we will occasionally have in-class participation activities. I expect you to be in class unless I have heard from you before class. You can contact me by phone or by e-mail at my office or at home. If you let me know before class of an impending absence, you may be able to make up work missed that day such as quizzes, in-class assignments, or other graded activities. Otherwise, any work missed that day cannot be made up. If you miss class and have notified me in advance, it is still your responsibility to see me about making up missed work. If you want to make up missed work, you must see me about doing so, and, except in the case of an extended absence, the work must be made up by the next class period.

To put this another way, in order to be able to make up work missed due to an absence, you need to 1) notify me of the absence in advance and 2) receive the make-up assignment upon your return to class. 3) Any make up work, except in the case of an extended absence, should then be completed by the next class day following your return.

### **Classroom Conduct**

Professional conduct is expected at all times. This includes cell phones and pagers set to silent mode, respect for the opinions of others, and punctuality.

### **Academic Integrity**

All Pitt State students are bound by the academic integrity policies of the university as described and outlined in the current Syllabus Supplement. Please familiarize yourself with these rules and guidelines. In addition, as a course offered through the Kelce College of Business, students in this class are obligated to adhere to the college's Student Code of Ethics as outlined below.

Students pledge to:

- Arrive on time, remain until dismissed at all class sessions, and notify instructors in advance of anticipated absences, late arrivals, or early departures whenever possible.
- Turn off cell phones or other electronic devices while in class, unless permission to use them has been granted.
- Refrain from class disturbances.
- Refrain from use of profane or vulgar language in a threatening or disruptive manner.
- Treat fellow students, staff, faculty, administrators, and property with respect.

- Refrain from giving or receiving inappropriate assistance.
- Prepare assignment and exams honestly, refraining from such unacceptable conduct as plagiarism or unacknowledged appropriation of another's work in any academic work.
- Obey the policies, regulations, and laws of the United States of America, the State of Kansas, The Kansas Board of Regents, Pittsburg State University, and the Gladys A. Kelce College of Business.
- If a student observes someone committing dishonesty in connection with academic work, the student is encouraged to report that dishonesty to the appropriate individual (ex, faculty member, or administrator).

### Students with Disabilities

Please inform the instructor if you have a learning or physical disability that interferes with course requirements. Assistance and/or appropriate accommodations may be available through the contacts listed on the current Syllabus Supplement (<https://www.pittstate.edu/registrar/files/documents/syllabus-supplement-fall-2021.pdf>).

### Course Evaluation Methods

#### Grading

Scale cutoffs
90 = A
80 = B
70 = C
60 = D
Below 60 = F

Grade point allocation	Pts.
Assignments and exercises	50
Learning module quizzes	220
Tests (4) incl. final	300
Strategic analysis	100
Total TBD	

**Assignments and exercises:** There are several homework exercises that I will ask you to complete throughout the course. Some of these will require you to prepare and complete the assignment prior to class time; others will require you to prepare for the exercise to be completed in class. You will be able to access most of these through links in Canvas. Exercises due in class are due by the assigned date and time, and it is your responsibility to see that they are submitted on time. Assignments submitted one day late (i.e., the calendar date after the due date) may be accepted for half credit. Otherwise, late assignments will receive no credit. Remember that you are responsible for turning in your assignments.

Assignments have two purposes. First, they are designed to make you accountable for course information. My intention is for you to read the material and then write your responses to the homework. Second, assignments allow me to assess how well you understand the material presented in class, in the textbook, and in the PowerPoint slides.

Please remember that on homework assignments, I am asking you for your thoughts. I am not interested in reading what someone else wrote. While your responses should use the terminology of strategic management principles and the logic and thinking presented by the authors, the writing should be your own. I am definitely not interested in your ability to retrieve and transmit information off of the world-wide web, nor am I interested in your ability to cut from a web-based document and paste into a Word document. If this were a course on operating system capabilities, that might be appropriate. However, in a course on strategic management and a capstone course of your undergraduate business training, I am interested in your understanding of the management of organizations and of the business environment.

Please be sure to proofread your answers. I will read up to only three errors in spelling or mechanics. At that point, I will stop reading and ask you to revise and resubmit the work for a maximum of half credit. I will allow only one revision.

Assignments and exercises comprise an approximate total of 50 points toward the entire 770 possible for the course. The total number of assignment points at the end of the course may vary, meaning that the total points for the course may vary slightly around the 770 shown in the table under Course Evaluation Methods (e.g., if there are 60 total assignment points, the number of points possible in the course will be 780).

**Unless otherwise noted, all written exercises must be word-processed using single-spacing and a 12-point font with one-inch margins. Make sure your name is on your work. If you e-mail me your assignment, be sure your name is on the document itself. If your name is not on your assignment, once I print it, I cannot identify the author. It is your responsibility to be sure your work is identified; it is not my responsibility.**

**Learning module quizzes:** Each learning module is accompanied by an on-line quiz which you must complete before the learning module is addressed in class. This means you should complete the assigned reading and take the quiz before coming to class. Each quiz consists of multiple-choice questions based on the assigned reading. You will generally have an average of 1 minute to answer each question, and you may repeat the quiz one time. Please do not use any textbooks, notes, or other materials while taking the quiz.

**Exams:** Tests/exams comprise a portion of your grade and are composed of three mid-term three-chapter tests and a final each worth 100 points. I will drop the lowest grade of the four tests at mid-term tests but not the final. None of the tests is optional; all tests are required. The final exam is comprehensive and is required. Tests cover the material from each of the assigned chapters.

**Any conflicts with exam times need to be taken care of prior to the day of the exam! If you miss an exam without making arrangements before the day prior to the exam you may be allowed to take a makeup exam. In that case, the period for makeup exams is Friday, December 10 at 8:00 a.m.**

**Strategic analysis:** A major product of your participation in the course is a group strategic analysis of an existing firm. You and the members of your group (I will provide more on group formation elsewhere) should pick a firm for which you will be able to gather the kinds of information asked for in the strategic analysis guidelines. Before selecting the firm, you should review the information you'll need for the analysis to determine if you will be able to collect all the data. For example, because we will be using stock market data to evaluate firm financial performance, you will need to select a publicly traded firm. After considering these issues, please submit to me a list of 3-5 firms

that you think you would like to study. Your group and I will reach a mutual choice regarding which firm you select.

The strategic analysis involves putting to work the basic concepts of the course in order to arrive at an understanding of how the firm relates to its environment, the essence of strategic management. The strategic analysis should generally follow Guidelines for Strategic Analysis. All members must participate in preparation of the strategic analysis, and the individual grade will be weighted based on peer evaluations. In addition, each group member will prepare an executive summary of your analysis and this is due the day of your presentation. On the day the strategic analysis is due, each group member will submit an Executive Summary and a Peer Evaluation. In addition, the group will submit an electronic copy of the presentation.

\* The executive summary is due the same day as the strategic analysis. Each group member writes her/his own executive summary of the entire analysis.

\*\* Analyses that rely on a balance of information from third parties (e.g., business press, industry analysis, etc.) will result in better presentations than those that rely heavily on firm-generated information (e.g., company websites and other literature).

Your individual grade for the strategic analysis may be influenced by the appraisal of your performance by those in your group. On the day the strategic analysis is due, each group member will submit a Peer Evaluation

#### **Note**

The instructor reserves the right to amend and to reorganize this syllabus at any time.

The Syllabus Supplement provided by the University is incorporated by reference into this syllabus and is available through the following link:

[https://www.pittstate.edu/registrar/\\_files/documents/syllabus-supplement-fall-2022.pdf](https://www.pittstate.edu/registrar/_files/documents/syllabus-supplement-fall-2022.pdf) .

In this class, students will be asked on a regular basis to participate in activities, such as engaging in group work, using the board, testing without personal properties in close proximity, or performing short skits or role-playing scenarios. These activities may require students to either be separated from their bags or be prepared to keep their bags with them at all times during such activities.

Students are encouraged to read the online weapons policy

([https://police.pittstate.edu/\\_files/documents/Concealed-Carry-Weapons-Policy.pdf](https://police.pittstate.edu/_files/documents/Concealed-Carry-Weapons-Policy.pdf)) to ensure they understand the requirements related to concealed carry.

Below is a tentative course outline.

MGT 690-02  
Course outline  
Fall 2022

Date	Day	Module/Topic	Additional notes
8/22	M	Intro	
8/24	W	Module 1: Fundamentals of Strategic Management	
8/26	F	Module 1: Fundamentals of Strategic Management	Reading: Chapter 1 in SmartBook and answer questions
8/29	M	Module 2: General Environment	Social media
8/31	W	Module 2: General Environment	Reading: in SmartBook
9/2	F	Module 3: Competitive Forces and Strategic Groups	Application-based exercise In-class exercise
9/5	M	Labor Day Holiday: no class	
9/6		Kelce Fall Picnic	
9/7	W	Module 3: Competitive Forces and Strategic Groups	In-class exercise
9/9	F	The external environment	Opportunities and threats
9/12	M	Module 4: Resource-based view of the firm (RBV)	
9/14	W	RBV	
9/16	F	Module 5: Value chain/SWOT analysis	
9/19	M	Using SWOT analysis to generate strategic alternatives	
9/21	W	Module 6: Firm financial performance analysis	
9/23	F	Module 6: Firm financial performance analysis	
9/26	M	Review modules 1, 2, 3, 4, 5, and 6	Test 1

9/28	W	1 <sup>st</sup> presentation	
9/30	F	Module 7: Business Reading: Pre-class exercise strategy	
10/3	M	Module 7: Low cost, differentiation strategies	
10/5	W	Module 7: Focus and combination strategies	Test 1: online T-W
10/7	F	Generic strategies	
10/10	M	Module 8: Industry life-cycle	
10/12	W	Module 8: Industry life-cycle	
10/14	F	Module 9: Corporate strategy/related diversification	
10/17	M	Module 9: Corporate strategy/related diversification	
10/19	W	Module 10: unrelated diversification	
10/21	F	Module 11: Means to diversification	
10/24	M	Module 12: National competitive advantage;	
10/26	W	Module 13: Choice of strategy; Modes of entry	
10/28	F	2 <sup>nd</sup> presentation	
10/31	M	Review modules 6, 7, 8, 9, 10, 11, 12, 13	
11/2	W	Module 14: Organizational control	Test 2 M-T
11/4	F	Organizational control	
11/7	M	Module 15: Corporate governance	
11/9	W	Module 16: Organizational design	
11/11	F	Organizational design and control	
11/14	M	Module 17: Strategic leadership	
11/16	W	Review modules 12, 13, 14, 15	Test 3
11/18	F		



11-21	M		
11/23	W	Fall Break: no class	
11/25	F	Thanksgiving Break: No class	
11/28	M	Thanksgiving Break: No class	
11/30	W	Presentations (2) Dead week	
12/2	F	Presentations (2) Dead week	
12/5	M	Presentations (2) Dead week	
12/7	W		
	F	Presentations (2) Dead week	
	Finals week	Presentations (2) Dead week	
	Final exam W-Th online		