



**KELCE**  
**COLLEGE OF BUSINESS**  
Pittsburg State University

Course Syllabus:  
Strategic Management, 895  
Spring, 2023  
Office Hours: By appointment.

**Instructor:** Mrs. Mary Judene Nance, MBA  
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**TEXTBOOK**

*Crafting & Executing Strategy Concepts and Cases*, 23e, © 2020

Author: Arthur A. Thompson, John E. Gamble, Margaret A. Peteraf and A.J. Strickland III

ISBN 978-1-260-73517-8; MHID 1-260-73517-6

Order your textbook at: [www.pittstate.bncollege.com](http://www.pittstate.bncollege.com)

Publisher: McGrawHill Education

**COURSE DESCRIPTION:** Strategic management deals with how a firm's management pursues a sustained competitive advantage through an understanding of the relationship between the firm and its environment. The study of strategic management is intended to provide you with the foundations of successful general management, primarily the domain of the chief executive officer (CEO) and top-management team (TMT). All general managers are concerned with acquiring needed resources, market acceptance of the firm's product, and competitors' actions. Although much of the course content is focused on large, publicly traded firms (e.g., Fortune 500 companies), much of what we will study is applicable to any business organization from one-person small businesses to the large multidivisional, global firms that are our main focus of study.

A strategic orientation encompasses the organization as a whole and its position within the external environment, consisting largely of other organizations. Thus, strategic management is concerned with the behavior *of* firms rather than individual human behavior *within* firms. The dynamic competitive environment of the 21<sup>st</sup> century requires a broad understanding of human knowledge and an ability to integrate seemingly disparate concepts into a coherent framework. It requires integrating the knowledge from your business and other university courses such as finance, accounting, marketing, and organizational behavior as well as your general education courses.

Integrating the diverse knowledge required in business involves developing a clear sense of the firm's relationship with its environment and making decisions designed to move the firm toward achieving environmental fit. To do this, managers must rely heavily on analytic and conceptual skills, hard work, and a keen devotion to survival of the organization. We will rely on the course textbook and the analysis of existing firms to develop the analytic and conceptual skills; the hard work and devotion to success depend on your efforts.



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**PREREQUISITES:**

FIN 836 Financial Strategy  
MKTG 839 Marketing Strategy

**COURSE OBJECTIVES:** After completing this course, students should be able to:

1. Define and describe the strategic management process.
2. Analyze the tools a firm may utilize to assess its external and internal environment.
3. Assess a firm's corporate strategy relative to the five generic competitive strategies and how it may develop/strengthen its strategy.
4. Decide when related or unrelated diversification may be a corporate strategy for a business.
5. Evaluate the organization and its ability to execute the strategy given its people, capabilities and structure, as well as managing its internal operations.

**COURSE OUTLINE:**

Although we will try to stay close to this schedule, the topics may be changed at the discretion of the instructor:

<b>Week 0</b>	Welcome
<b>Week 1</b>	What is Strategy & Why is it Important? Charting a Company's Direction.
<b>Week 2</b>	Evaluating a Company's External Environment.
<b>Week 3</b>	Analyzing a Company's Internal Environment.
<b>Week 4</b>	The Five Generic Competitive Strategies.
<b>Week 5</b>	Corporate Strategy: Related & Unrelated Diversification.
<b>Week 6</b>	Building an Organization.
<b>Week 7</b>	Managing Internal Operations.

**TEACHING METHODS:** There will be no mandatory synchronous sessions during the course.

**TECHNOLOGY REQUIREMENTS:**

Computer/Technology Requirements

1. **High-speed internet access** is required. Make sure to have a **back-up plan** if your primary access is not available.
2. A **computer** to access Canvas and complete assignments. Mobile devices are not recommended for submitting assignments and taking Canvas quizzes. See the Canvas Privacy Policy and Canvas Accessibility Statement.



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3. A **current version of an Internet Browser**, preferably Mozilla Firefox or Google Chrome. See the Canvas Guides for the latest browser and plug-in requirements. See the Respondus Privacy Policy and Respondus Accessibility Statement and System Requirements for Respondus tools in this course. See also the Student QuickStart Guide for Respondus LockDown Browser and Monitor and Download the Pitt State Respondus LockDown Browser.
4. A **web camera** (internal or external) and a **microphone** will be required for taking exams in Canvas using the Respondus LockDown Browser and Monitor tools.

**COURSE COMMUNICATIONS GUIDELINES (NETIQUETTE):**

Please use the following rules of netiquette as you post to online discussions and send messages to your instructor and fellow students in the course:

1. Use **professional language**. Always say please and thank you and leave text messaging abbreviations out of messages and posts. Be positive and constructive in your feedback to replies to students.
2. **Try not to use all caps**--it comes across as shouting to the reader. Use "**bold**" formatting or use quotes to emphasize a word or phrase. It may be okay at times for headings or to place emphasis on a web page, but try to avoid it when communicating on discussion boards or corresponding with others electronically.
3. Use **proper language and titles**--no slang or profanity. Even if a word is one you consider to be "not so bad", it could be offensive to others.
4. **Review posts and messages before saving**. Check for grammar and spelling errors and restate your message when necessary.
5. **Ask for clarification**. If you do not understand an assignment or feedback from me, please ask for clarification. I will do my best to word my posts/messages as clearly as possible, but in an online environment, I cannot "see" if my messages are being understood.

**If proper netiquette is not followed, you may lose points on your assignments.**

**CLASS ATTENDANCE:** This is an online course and therefore no attendance. Students will be required to complete all assigned readings, videos, quizzes, discussion assignments, and exams on or before the scheduled due date. Additionally, students are expected to check their email or Canvas inbox daily for announcements.

**STUDENTS WITH DISABILITIES:** According to the Americans with Disabilities Act, it is the responsibility of each student with a disability to notify the University of his/her disability and to request accommodations. If any member of this class feels that he/she has a qualified disability and needs special accommodations he/she should contact or visit the EO Office at 218 Russ Hall or go to [www.pittstate.edu/eoaa](http://www.pittstate.edu/eoaa) and fill out a Request for Accommodation form.



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**Course Evaluation Methods**

Assessments	Points
Discussion Questions & Assignments	160
Quizzes & Exams	360
Case Analysis	100
<b>Total Points for Course</b>	<b>620</b>

In determining the final course grade, the following scale is used:

- 90-100%= A
- 89-80% = B
- 79-70% = C
- Below 65% = F

Late Work Policy Late work will not be accepted with the exception of emergency-type circumstances. All such instances will need to be verified before late work is accepted.

Material Required: Textbook; computer/laptop with Internet access; #2 pencil; and a Scantron answer sheet (Form No. 882-ES) for each exam.

Exams: You will have three examinations (over course material) worth 100 points each plus the Major Field Test (MFT). The third exam over course material will serve as the final comprehensive exam and will include material covered in the last few chapters, as well as previous chapters. Permission to miss or delay an exam over course material must be obtained prior to exam period. **You are not allowed to miss or delay the Major Field Test.**

If you must miss or delay an exam over course material you must e-mail me with your request and reason and I will respond back to you via e-mail. Ten (10) points will be deducted from the score of the make-up exam if permission is not gained beforehand. Only one (1) make-up exam, per student, will be allowed for the semester. You will be required to take the final, comprehensive exam as well as the Major Field Test; however, the lower of these two scores will be dropped. Information regarding the Major Field Test is below.

Major Field Test: The Kelce College of Business follows a continuous improvement process that assesses the learning achievements of our students. The process gauges learning at an aggregate level but uses data at the individual level in the assessment process. Some of the assessment data are collected using a standardized product of Educational Testing Services (producer of the Scholastic Aptitude Test - the SAT), called



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the Major Field Test. Because the MFT assesses most business content areas, the instrument is administered in the capstone course, MGT 895.

The 120 multiple-choice questions on the Major Field Test for Master of Business Administration require knowledge of specific information drawn from marketing, management, finance, and managerial accounting, or a combination of these. The test also includes questions that focus on international business, information technology, the legal and regulatory environment of business, ethics and social responsibility in business, statistical analysis, and managerial economics. Some questions are based on short case-study scenarios, while other questions employ such materials as diagrams, graphs, and statistical data.

The test is administered to individual students because it is intended to reflect what our students are learning, how they learn it, and are they learning what we as a college of business think students are learning. However, it is learning at the aggregate level that the College is interested in gauging. The test will be delivered remotely through ProctorU, a software product of ETS. You will receive more detailed information about scheduling an appointment to take the test through ProctorU.

Quizzes: Quizzes will be given randomly throughout the semester. Most quizzes will be worth 10 points each. There will not be any make up dates for quizzes.

**Note:**

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



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**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.