



SYLLABUS

MGMT4330P01 – STRATEGIC MANAGEMENT AND BUSINESS POLICY SPRING 2024

Instructor: Prof Emmanuel U. Opara, DBA F.I.I.M.A.
Section # and CRN: Section: MGMT4330P01
Office Location: Agriculture/Business Multipurpose Building, Room 442
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Office Hours: Mon -Wed Friday 11:00 am – 1:00 pm; Tues 10 am – 5:00 pm, Others by appointment

Mode of Instruction: Face to Face

Course Location: Agriculture/Business Multipurpose Building, Room 120

Class Days & Times: MW 3:00 PM – 4:20PM

Catalog Description: Credit 3 semester hours. This is a comprehensive course in Strategic for students in the undergraduate program. In brief, the focus will be on the examination of management strategy formulation, implementation and evaluation in a variety of national and international organizations and enterprises. This course is the undergraduate capstone, which synthesizes and integrates materials from various functional areas of business as it presents itself to organizational strategic managers.

Prerequisites: Must meet capstone course requirements.

Co-requisites: None

Required Texts: STRATEGIC MANAGEMENT AND BUSINESS BY THOMAS WHEELER AND DAVID HUNGER. PUBLISHED BY PEARSON, PRENTICE HALL, 15TH EDITION.

Recommended Texts:

Access to Learning Resources:	PVAMU Library: phone: (936) 261-1500; web: http://www.tamu.edu/pvamu/library/ University Bookstore: phone: (936) 261-1990; web: https://www.bkstr.com/Home/10001-10734-1?demoKey=d
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Class Webpage	http://ecourses.pvamu.edu/
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Course Goals or Overview:	
	<p>This course is intended to provide a broad exposure to strategic management theory, various concepts and developments as well as recent research work. A case study approach will be used extensively to enhance the skills necessary to analyze problem situations, problem identification, strategic formulation, strategic implementation and evaluation, while focusing on various interacting forces that affect or are affected by such strategies. The process will also focus on the task of a general manager in leading the overall organization and the manager's ability to manage the process of strategy formulation and implementation.</p>

Course Objectives/Accrediting Body	Standards Met:
<p>The central theme of business policy is strategy of the enterprise. Strategy, for our purposes, is "the determination of long-term goals and objectives of an enterprise, the adoption of courses of action and the allocation of resources necessary for achieving these goals".</p>	
<p style="text-align: center;">At the end of this course, the student will</p>	
<ol style="list-style-type: none"> 1. Be able to develop an understanding of strategic management concepts, research and theories. 2. Be able to bridge the gap between theory and practice by integrating the concepts and techniques learned from this as well as other courses (including courses in management, finance, marketing accounting, information systems, economics etc.) and applying those in dealing with various vital issues faced by a manager in a business organization. 3. Be able to develop a framework of analysis to enable a student to identify central issues and problems in complex, comprehensive cases, to suggest alternative courses of action (strategic solutions) and present well-supported recommendations for future actions. 4. Will be able to develop the ability to analyze and evaluate the performance of the people responsible for strategic management by understanding corporate governance as it applies to enterprise solutions. 5. Will be able to develop and refine analytical and decision-making skills dealing with complex conceptual problems keeping in view a long-term perspective. 6. Will be ready to attain the positions of future general and global managers. 	
<p style="text-align: center;">A comprehensive strategy should be able to answer these questions</p>	
<ul style="list-style-type: none"> ➤ Who are we? What business are we in or do we want to be in? Is there a vision for the future? ➤ What goals do we want to achieve? When? ➤ How should we compete? What courses of action are available and required to achieve our goals? ➤ What resources (human, physical, financial) and systems (structural, control, and reward) are needed? ➤ How will we know how well we are doing? What strategies should be changed? 	

Course Evaluation Methods

Tentative subject to change if necessary

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Grading Matrix

Instrument	Value (points or percentages)	Total
Case Analysis [TBA]	10 Cases at 200 points each	100 pts
What's News		100
Exams	2 Exams	400 pts
Final Group Presentation		100
Final Research Presentation		100
Major Field Test [MFT] Bonus*	Based on mastery of subject matter from MFT test	150
Class Participation		50 pts
Total:		1000

Grade Determination:

A = 1000 – 900pts;	90% - 100%
B = 899 – 800pts;	80% - 89%
C = 799 – 700pts;	70% - 79%
D = 699 – 600pts;	60%-69%
F = 599pts or below	59% or below

- Major Field Test bonus is based on points scored

MFT Conversion Scale (Effective Fall 2014)

Assigning Grade for MFT (maximum=100) in MGM 4303 Course:
Conversion of MFT Scaled Scores*

MFT Scores	Course Points Earned (100 Points Max)	Conversion 10
170 or higher	100	10
160-169	90	9
150-159	80	8
145-149	70	7
140-144	60	6
135-139	50	5
130-134	40	4
125-129	20	2
120-124	0	0

*Minimum to Maximum Possible Scores = 120 to 200

Course Procedures

Weekly What's News Analysis/Format [2-3 pages double spaced typed]

1. Pick a company – issues must be current and company related.
2. Identify problems [s] statement [s] as it relates to maintaining an above average returns and market share.
3. Do a situational analysis.
4. Do SWOT analysis.
5. Do a TOWS matrix --- this will be later in the course.
6. Conclusion
7. Attached extract or source.
8. **You will be presenting your What's News in class. Your grade will be based on your mastery of your presentation/subject matter in class.**

In Class Analysis Format

Example -- Carnival Corporation

1. Company Synopsis – Situational Analysis
2. Identify problems [s] statement [s] as it relates to maintaining an above average returns and market share.
3. Do SWOT analysis.
4. Expand on the strengths and weaknesses [see chapter 5 for details]
5. Expand on the opportunities and threats [see chapter 4 for details]
6. Do a Z-score. Is a company leaning towards bankruptcy?
7. Do a Growth matrix.
8. Analysis the financial ration [s] as appropriate.
9. Recommend your conclusion [s] to resolving the problems identified.

Major Group Research Paper

Research any company of your choice to determine if they are competitive and exceed expectations such as ROI etc. Do a 5-year analysis of the firm [2023 – 2018]

Dr. Opara will explain more on this as semester progresses.

Others

1. The instructor of record shall be the instructor of the course in which the claim of academic

dishonesty is being made or the appropriate committee chair for a graduate student taking examinations required by the department or college.

2. At the point of discovery, the instructor shall:
 - a. inform the student of the alleged academic dishonesty and explain the sanction(s);
 - b. hear the student’s explanation of circumstances and judge the student to be guilty or not guilty of academic dishonesty.
 - c. if he/she judges him/her to be guilty, he/she will make a written report to the head of the department offering the course, with a copy to student, the department head of the program in which the student has declared a major and the Office of Academic Affairs, outlining the incident and including a recommendation of disciplinary action(s) to be imposed; and
 - d. Inform the student, in writing of his/her right to appeal to the head of the department offering the course regarding either the question of guilt of the sanction(s) and explain the procedures the department head will follow if his/her decision is appealed to that level.

(Continued). For more, see Undergraduate Catalog.

COURSE CALENDAR (Tentative Subject to change)

Tentative Course Schedule – MGMT4303 Subject to Change as Semester Progresses	
<i>Week</i>	<u>Course Topic</u>
1	Preparing Effective Case Analysis – Forming Groups
2	Basic Concept in Strategic Management Chp 1
3	Corporate Governance Chp 2 Case 1: The Recalcitrant Director at Byte Products Inc. Corporate Legality versus Corporate Responsibility
4	Ethics and Social Responsibility Chp 3 Case 3 Everyone Does It
5	External Environmental Factor
	Exam 1
6	Environmental scanning and Industrial Analysis Chp 4
7	Internal Scanning: Organizational Analysis Chp 5
8	Case 5 Starbuck Coffee Company: The Indian Dilemma. Case 7: Apple Inc. Performance in a Zero-Sum World Economy
9	Strategy Formulation: Situational Analysis and Business Strategy Chp 6
10	Strategy Formulation: Corporate Level Strategy Chp 7
11	Cases: Whole Food Market – How to Grow in an Increasingly Competitive Market
12	Exam II
13	Strategy Implementation --- Action Phase Chps. 8, 9, 10, 11, Case 12: Google Inc. [2000] The Future of the Internet Search Engine Case 14:
14	Group Presentations
15	Group Presentations
	Final Thought on Strategy

Progress Report

Use the space below to keep a record of your grades in order to check on my accuracy and your achievement. Total number of points earned during semester will determine your grade.

Name: _____

Class Section: _____

Cases	1	2	3	4	5	6	7	8	9	10
Scores										

Quizzes	1	2	3	4	5	6	7	8	9	10
Scores										

Exams	Exam1		Exam2		Research	
Scores	Written		Written		Paper Group	Presentation

Students Rights and Responsibilities in Academic Dishonesty Cases

Students have the right to accept the decision of the instructor for a particular offense. This does not preclude review of records for past offenses and imposition of penalties for accumulated violations. Students shall be afforded the following rights in the hearing conducted by the department head. The dean’s appeal shall not be considered a hearing covered by these regulations:

1. Right to a written notice of the charges at least three working days before the hearing may proceed.
2. Right to waive the three-day notice of charges.
3. Right to reasonable access to the case file.
4. Right to review all evidence and question any witness against the student.
5. Right to present evidence and/or witnesses in his/her own behalf.
6. Right to have an observer present during the hearing. The observer cannot be a witness in the hearing or represent the student in the hearing.
7. Right to appeal the disciplinary recommendation to the dean of the college offering the course and finally to the University Academic Dishonesty Disciplinary Committee. **(Continued)**. For more, see Undergraduate Catalog.

COLLEGE OF Business Vision

The vision of the College of Business is to empower students from diverse backgrounds to become productive and ethical business professionals who are among the best in the world.

College of Business Mission

The mission of the College of Business is to provide a diverse student body with an education that creates highly productive professionals who are ethical, entrepreneurial, and prepared to succeed in the global economy. The College achieves this through excellence in teaching, research and service, and engagement with the business community and other stakeholders. The student experience is distinguished by personal attention, teamwork, leadership training and an appreciation of the social responsibility of business.

Student Support and Success

John B. Coleman Library

The library and its partners have as their mission to provide resources and instructional material in support of the evolving curriculum, as a partner in Prairie View A&M University's mission of teaching, research, and service and to support the University's core values of access and quality, diversity, leadership, relevance, and social responsibility through emphasis on ten key areas of service. It maintains library collections and access both on campus, online, and through local agreements to further the educational goals of students and faculty. <https://www.pvamu.edu/library/> Phone: 936-261-1500

The Learning Curve (Center for Academic Support)

The Learning Curve offers Tutoring via peer tutoring. The services include workshops (i.e., Save My Semester, Recalculate Your Route), seminars (i.e., Tools You Can Use: TI-84), group review sessions (i.e., College Algebra Topic Reviews, GRE Preparation), group study opportunities (i.e., TSIA, HESI, Study Break, Exam Cram), and test-taking strategies (How to take Notes, Study Buddy, 5 Day Study Guide). The Learning Curve is a nationally certified tutoring program through the National Tutoring Association. The peer tutors are trained and certified by the coordinator each semester. Location: J.B. Coleman Library Rm. 207F. Phone: 936-261-1561

The Center for the Oversight and Management of Personalized Academic Student Success (COMPASS)

The Center for the Oversight and Management of Personalized Academic Student Success (COMPASS) is designed to help Prairie View students in their second year and beyond navigate towards graduation by providing the following services: Academic Advisement, Targeted Tutorials for Personalized Learning, Campus-Wide Referrals, and Academic & Social Workshops. Location: J.B. Coleman Library Rm. 306. Phone: 936-261-1040

Writing Center

The Writing Center provides student consultants on all aspects of the writing process and a variety of writing assignments. Writing Center consultations assist students in such areas as prewriting, brainstorming, audience awareness, organization, research, and citation. Students taking on-line courses or courses at the Northwest Houston Center or College of Nursing may consult remotely or by email. Location: Hilliard Hall Rm. 121. Phone: 936-261-3724.

Student Counseling Services

The Student Counseling Services unit offers a range of services and programs to assist students in maximizing their potential for success: short-term individual, couples, and group counseling, as well as crisis intervention, outreach, consultation, and referral services. The staff is licensed by the State of Texas and provides assistance to students who are dealing with academic skills concerns, situational crises, adjustment problems, and emotional

difficulties. Information shared with the staff is treated confidentially and in accordance with Texas State Law. Location: Owens-Franklin Health Center Rm. 226. Phone: 936-261-3564

Testing

The Department of Testing administers College Board CLEP examinations, the HESI A2 for pre-nursing majors, LSAT for law school applicants and MPRE for second-year law students, the Experiential Learning Portfolio option, the Texas Success Initiative (TSI) Assessment, which determines college readiness in the state, and exam proctoring, among other service such as SAT and ACT for high school students. Location: Delco Rm. 141. Phone: 936-261-4286

Office of Diagnostic Testing and Disability Services

As a federally mandated educational support unit, the Office of Disability Services serves as the repository for confidential disability files for faculty, staff, and students. For persons with a disability, the Office develops individualized ADA letters of request for accommodation. Other services include learning style inventories, awareness workshops, accessibility pathways, webinars, computer laboratory with adapted hard and software, adapted furniture, proctoring of non-standardized test administrations, ASL interpreters, ALDs, digital recorders, live scribe, Kurtzweil, and a comprehensive referral network across campus and the broader community. Location: Evans Hall Rm. 317. Phone: 936-261-3585

Veteran Affairs

Veterans Services works with student veterans, current military and military dependents to support their transition to the college environment and continued persistence to graduation. The Office coordinates and certifies benefits for both the G.I. Bill and the Texas Hazlewood Act. Location: Evans Hall Rm. 323. Phone: 936-261-3563

Office for Student Engagement

The Office for Student Engagement delivers comprehensive programs and services designed to meet the co-curricular needs of students. The Office implements inclusive and accessible programs and services that enhance student development through exposure to and participation in diverse and relevant social, cultural, intellectual, recreational, community service, leadership development and campus governance. Location: Memorial Student Center Rm. 221. Phone: 936-261-1340

Career Services

Career Services supports students through professional development, career readiness, placement and employment assistance. The Office provides one-on-one career coaching, interview preparation, resume and letter writing, and career exploration workshops and seminars. Services are provided for students at the Northwest Houston Center and College of Nursing in the Medical Center twice a month or on a requested basis. Distance Learning students are encouraged to visit the Career Services website for information regarding services provided. Location: Evans Hall Rm. 217. Phone: 936-261-3570

University Rules and Procedures

Disability Statement (Also See Student Handbook):

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides reasonable accommodation of their disabilities. If you believe you have a disability requiring accommodation, please contact Disability Services, in Evans Hall, Room 317, or call 936-261-3585/3.

Academic Misconduct (See Student Handbook):

You are expected to practice academic honesty in every aspect of this course and all other courses. Make sure you are familiar with your Student Handbook, especially the section on academic misconduct. Students who engage in academic misconduct are subject to university disciplinary procedures.

Forms of Academic Dishonesty:

1. Cheating: deception in which a student misrepresents that he/she has mastered information on an academic exercise that he/she has not mastered; giving or receiving aid unauthorized by the instructor

on assignments or examinations.

2. Academic misconduct: tampering with grades or taking part in obtaining or distributing any part of a scheduled test.
3. Fabrication: use of invented information or falsified research.
4. Plagiarism: unacknowledged quotation and/or paraphrase of someone else's words, ideas, or data as one's own in work submitted for credit. Failure to identify information or essays from the Internet and submitting them as one's own work also constitutes plagiarism.

Nonacademic Misconduct (See Student Handbook)

The university respects the rights of instructors to teach and students to learn. Maintenance of these rights requires campus conditions that do not impede their exercise. Campus behavior that interferes with either (1) the instructor's ability to conduct the class, (2) the inability of other students to profit from the instructional program, or (3) campus behavior that interferes with the rights of others will not be tolerated. An individual engaging in such disruptive behavior may be subject to disciplinary action. Such incidents will be adjudicated by the Dean of Students under nonacademic procedures.

Sexual Misconduct (See Student Handbook):

Sexual harassment of students and employers at Prairie View A&M University is unacceptable and will not be tolerated. Any member of the university community violating this policy will be subject to disciplinary action.

Title IX Statement

Prairie View A&M University (PVAMU) is committed to supporting students and complying with the Texas A&M University System non-discrimination policy. It seeks to establish an environment that is free of bias, discrimination, and harassment. If you experience an incident of sex- or gender-based discrimination, including sexual harassment, sexual assault or attempted sexual assault, we encourage you to report it. While you may talk to a faculty member about an incident of misconduct, the faculty member must report the basic facts of your experience to Ms. Alexia Taylor, PVAMU's Title IX Coordinator. If you would like to speak with someone who may be able to afford you privacy or confidentiality, there are individuals who can meet with you. The Title IX Coordinator is designated to handle inquiries regarding non-discrimination policies and can assist you with understanding your options and connect you with on- and off-campus resources. The Title IX Coordinator can be reached by phone at 936-261-2123 or in Suite 013 in the A.I. Thomas Administration Building.

Class Attendance Policy (See Catalog for Full Attendance Policy)

Prairie View A&M University requires regular class attendance. Attending all classes supports full academic development of each learner whether classes are taught with the instructor physically present or via distance learning technologies such as interactive video and/or internet.

Excessive absenteeism, whether excused or unexcused, may result in a student's course grade being reduced or in assignment of a grade of "F". Absences are accumulated beginning with the first day of class during regular semesters and summer terms. Each faculty member will include the University's attendance policy in each course syllabus.

Student Academic Appeals Process

Authority and responsibility for assigning grades to students rests with the faculty. However, in those instances where students believe that miscommunication, errors, or unfairness of any kind may have adversely affected the instructor's assessment of their academic performance, the student has a right to appeal by the procedure listed in the Undergraduate Catalog and by doing so within thirty days of receiving the grade or experiencing any other problematic academic event that prompted the complaint.

TECHNICAL CONSIDERATIONS

Minimum Recommended Hardware and Software:

- Intel PC or Laptop with Windows 10; Mac with OS X; Smartphone or iPad/Tablet with Wi-Fi

- High speed Internet access
- 8 GB Memory
- Hard drive with 320 GB storage space
- 15" monitor, 800x600, color or 16 bit
- Sound card w/speakers
- Microphone and recording software.
- Keyboard & mouse
- Most current version of Google Chrome, Safari, Internet Explorer or Firefox

Note: Be sure to enable Java & pop-ups in the Web browser preferences

Participants should have a basic proficiency of the following computer skills:

- Sending and receiving email
- A working knowledge of the Internet
- Proficiency in Microsoft Word (or a program convertible to Word)
- Proficiency in the Acrobat PDF Reader
- Basic knowledge of Windows or Mac O.S.

Netiquette (online etiquette):

Students are expected to participate in all discussions and virtual classroom chats as directed. Students are to be respectful and courteous to others on discussions boards. Foul or abusive language will not be tolerated.

Technical Support:

Students should go to <https://mypassword.pvamu.edu/> if they have password issues. The page will provide instructions for resetting passwords and contact information if login issues persist. For other technical questions regarding eCourses, call the Office of Distance Learning at 936-261-3283

Communication Expectations and Standards:

Emails or discussion postings will receive a response from the instructor, usually in less than 48 hours. Urgent emails should be marked as such. Check regularly for responses.

Discussion Requirement:

Online courses often require minimal to no face-to-face meetings. However, conversations about the readings, lectures, materials, and other aspects of the course can take place in a seminar fashion. This will be accomplished by the use of the discussion board. The exact use of discussion will be determined by the instructor.

It is strongly suggested that students type their discussion postings in a word processing application and save it to their PC or a removable drive before posting to the discussion board. This is important for two reasons: 1) If for some reason your discussion responses are lost in your online course, you will have another copy; 2) Grammatical errors can be greatly minimized using the spell-and-grammar check functions in word processing applications. Once the post(s) have been typed and corrected in the word processing application, it/they should be copied and pasted to the discussion board.

Prairie View A&M University College of Business

Vision

The Prairie View A&M University College of Business strives to be among the best regional business schools in the nation by empowering students from diverse backgrounds to reach their full potential.

Mission

The Prairie View A&M University College of Business provides students from diverse academic and socioeconomic backgrounds with education that helps them become business professionals and leaders who are ethical, entrepreneurial, productive, and prepared to succeed in the global economy. The College achieves excellence through quality teaching, research, service, and engagement with the business community.