

**Course Syllabus for**  
**MGT 590 – STRATEGIC MANAGEMENT**  
**Summer Session II - 2009**

**Professor:**

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**Required Texts**

Hill & Jones (2008). *Strategic Management: An Integrated Approach* (8th ed.). Boston, MA: Houghton Mifflin Company.

**Overview and Course Objectives**

Business firms operate within complex, dynamic environments. As such, it is essential that executives in both public and private organizations know how to responsibly lead their businesses on a strategic path to long-term success. Your previous coursework in the MBA program has given you many analytic tools to effectively develop an organization. These courses, representing numerous functional areas (accounting, finance, marketing, organizational behavior, information systems, economics, etc.), have been presented to you in an independent stand-alone fashion. To create effective organizations these analytic tools need to be integrated in order to formulate strategies, make strategic decisions, and create action plans for implementing those strategies and decisions. The primary purpose of this course is to assist you in this integration process and to help you take a total systems view of organizations – a view necessary for CEOs and General Managers. In essence, this course builds on the analytical tools taught in previous MBA core and required courses meant to help students learn to formulate strategies, make strategic decisions and create action plans for implementing those strategies and decisions. Learning to view organizations from a *total systems approach* is complex and challenging, but absolutely necessary in order to effectively manage a modern organization.

1. This course is concerned with the management of the *total* enterprise. One of the basic objectives is the development of a *total system* viewpoint for analyzing and evaluating the operations of any business firm.
2. The *total system* concept requires an understanding of the values and component parts that make up the overall operations of any business endeavor. Therefore, a second objective of this course is to investigate, integrate and unify the various functional aspects of a business.
3. Every firm must operate in some external environment. The success or failure of the firm is a function of how the firm responds to the factors which make up the external environment. Taking this into consideration, the third objective is to identify and understand the variables that are included in the environment of business firms and to assess the relationships among these variables and their impact on the overall functioning of the business enterprise.
4. The overriding objective of this course is to provide the content for developing the skills and

ways of thinking which are uniquely appropriate to *total* enterprise management within a complex, dynamic business world.

### **Class Format**

This course is being taught 100% on-line. Aside from your textbook, all of the course materials and discussions will be presented in an electronic format. Likewise, all of your assignments will be turned in, and your exams will be taken, on-line. Please pay close attention to the course schedule because assignments, exams, and discussions will be released and closed at specific times. It is best to complete your work early. Unless arrangements are made in advance, late work/exams will not be accepted. *Technical difficulties are no excuse for late work.* Should you experience technical difficulties, please contact the ICT Help Desk at [help@nmsu.edu](mailto:help@nmsu.edu) or 646-1840.

## **Graded Components of the Course**

### **Roster Information**

On the left side of your screen, you should see a link for the roster. Please put in as much information about yourself as you would like, but do put in your email address. Given the amount of group interaction you will engage in during the next five weeks, providing your email address and a little information about yourself will make things go easier. To emphasize how important it is for you to enter your info into the roster, doing so will count toward your grade in the class.

### **Case Analyses in Learning Teams**

Case analyses will be completed in teams determined by a random number table. Each team will be an autonomous work group. Fellow team members will help each other to master course materials and concepts by working with you on your cases. You will need to develop strong working relationships with your team members so that you can teach and learn from each other. Five case analyses will be completed during the course (one per week). See the schedule below, or the Blackboard calendar, for the dates and times cases will be able to be turned in. *The specific cases to be analyzed will be posted on Blackboard.*

A highly detailed discussion of what constitutes a case analysis can be found in your textbook on pages C1 – C8. Instructions on how to write a case analysis are on pages C6 – C8. The structure of your case analysis should follow the three part structure described on page C7 (1. Introduction, 2. Strategic Analysis and 3. Solutions and Recommendations). Your team DOES NOT need to conduct, or write up, a financial analysis for your case analyses. (We would do this if we had 16 weeks...lucky you!). Your team DOES need to be concerned with, and include a discussion of, the eight areas of a case analysis listed on page C2. It is up to you and your group members how you divvy up the writing of the case analysis. However, *pay close attention to bullet point 2 on page C7.* This bullet point deals specifically with writing a case analysis as a group. Lastly, according to your textbook...

“If you work in groups to analyze case studies, you also will learn about the group process involved in working as a team. When people work in groups, it is often difficult to schedule time and allocate responsibility for the case analysis. There are always group members who shirk their responsibilities and group members who are so sure of their own ideas that they try to dominate the group’s analysis. Most of the strategic management takes place in groups, however, and it is best if you learn about these problems now.”

### Discussion of Case Analyses

Further learning and synthesis will occur by having each team’s case analyses be discussed (**anonymously**) by all of the other students enrolled in the class. With this in mind, a lot of the learning from this course will be generated through discussions with your learning team, as well as the entire class. Once a team’s case has been turned in to me, I will strip it of any identifying information and post it in a discussion board. Because there are five teams, five cases will be posted each week. Therefore, you will need to review four cases (all but your own) and post feedback to the discussion board for each of them. It should be obvious in your posting that you read the entire case analysis and put some thought into your feedback. A simple, “Nice job” will not come close to sufficing. See the schedule below, or the Blackboard calendar, for the dates and times case analysis discussions can be posted.

### Quizzes

Each chapter we cover (chapters 1 – 10) will have a quiz associated with it. Quizzes will not be long (10 multiple choice questions), but they will not be easy. See the schedule below, or the Blackboard calendar, for the dates and times quizzes will be available. Twenty minutes will be allotted for each quiz.

### Exams

There will be a mid-term exam and a final exam. These exams will be significantly longer than the quizzes (40 multiple choice questions and 5 short answer questions), and each will cover five chapters of material. In addition to covering material from your text, exams will also include material from videos and ancillary materials. See the schedule below, or the Blackboard calendar, for the dates and times exams will be available. Two hours will be allotted for each exam.

### Evaluation and Grading

Assignment	Points Per Assignment
Roster Information	10 points
Case Analyses (5)	5 @ 20 points each = 100 points
Discussion of Case Analyses (5)	5 @ 16 points each = 80 points
Quizzes (10)	10 @ 10 points each = 100 points
Mid-Term Exam	60 points
Final Exam	60 points
<b>TOTAL POINTS POSSIBLE</b>	<b>310</b>

Total Points	Final Grade
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279 and above	A
248 – 278	B
217 – 247	C
186 – 216	D
Less than 186	F

### **Administrative Information**

#### **Incompletes (“I” Grades)**

The grade of “I” is given for passable work that could not be completed due to circumstances beyond the student’s control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for “I” grades should be made to the instructor, but must be approved by the Management Department head.

#### **Withdrawals:**

It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

#### **Students With Disabilities:**

If you have (or believe you have) a disability and would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>.

#### **Academic Misconduct:**

Students should familiarize themselves with the NMSU Student Code of Conduct (Section 2 of the NMSU Student Handbook). Any violation of the Student Code of Conduct (e.g., plagiarism, cheating, etc.) will result in the student receiving a grade of “F” in this course. If you do not have a Student Handbook, this information is available at the following web address: <http://www.nmsu.edu/~vpsa/SCOC/intro.html>.

If you are unsure of whether or not your work would be considered plagiarism, please visit the following web address: <http://lib.nmsu.edu/plagiarism/>.

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### **ASSIGNMENT SCHEDULE**

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### **Week 1**

Chapter 1 Quiz – Open Tuesday (7/7 @ 12:30 am) and Closed Thursday (7/9 @11:30 pm)

Chapter 2 Quiz – Open Friday (7/10 @ 12:30 am) and Closed Sunday (7/12 @ 11:30 pm)

Case 1 – Open Tuesday (7/7 @ 12:30 pm) and Closed Thursday (7/9 @11:30 pm)

Discussion of Case 1 - Open Friday (7/10 @ 12:30 pm) and Closed Sunday (7/12 @ 11:30 pm)

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### **Week 2**

Chapter 3 Quiz – Open Monday (7/13 @ 12:30 am) and Closed Thursday (7/16 @ 11:30 pm)

Chapter 4 Quiz – Open Friday (7/17 @ 12:30 am) and Closed Sunday (7/19 @ 11:30 pm)

Case 2 – Open Monday (7/13 @ 12:30 pm) and Closed Thursday (7/16 @11:30 pm)

Discussion of Case 2 - Open Friday (7/17 @ 12:30 pm) and Closed Sunday (7/19 @ 11:30 pm)

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### **Week 3**

Chapter 5 Quiz – Open Monday (7/20 @ 12:30 am) and Closed Thursday (7/23 @ 11:30 pm)

Mid-Term Exam – Thursday (7/23 12:30 am) and Closed Thursday (7/23 @ 11:30 pm)

Chapter 6 Quiz – Open Friday (7/24 @ 12:30 am) and Closed Sunday (7/26 @ 11:30 pm)

Case 3 – Open Monday (7/20 @ 12:30 pm) and Closed Thursday (7/23 @11:30 pm)

Discussion of Case 2 - Open Friday (7/24 @ 12:30 pm) and Closed Sunday (7/26 @ 11:30 pm)

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#### **Week 4**

Chapter 7 Quiz – Open Monday (7/27 @ 12:30 am) and Closed Thursday (7/30 @ 11:30 pm)

Chapter 8 Quiz – Open Friday (7/31 @ 12:30 am) and Closed Sunday (8/2 @ 11:30 pm)

Case 4 – Open Monday (7/27 @ 12:30 pm) and Closed Thursday (7/30 @11:30 pm)

Discussion of Case 2 - Open Friday (7/31 @ 12:30 pm) and Closed Sunday (8/2 @ 11:30 pm)

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#### **Week 5**

Chapter 9 Quiz – Open Monday (8/3 @ 12:30 am) and Closed Thursday (8/6 @11:30 pm)

Chapter 10 Quiz – Open Friday (8/7 @ 12:30 am) and Closed Sunday (8/9 @ 11:30 pm)

Case 5 – Open Monday (8/3 @ 12:30 pm) and Closed Thursday (8/6 @11:30 pm)

Discussion of Case 2 - Open Friday (8/7 @ 12:30 pm) and Closed Sunday (8/9 @ 11:30 pm)

Final Exam – (8/7 @ 12:30 am) and Closed Sunday (8/9 @ 11:30 pm)

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