NEW MEXICO STATE UNIVERSITY
MGT 590
STRATEGIC MANAGEMENT
SPRING 2014

INSTRUCTOR: Bill Smith

OFFICE: GU 207

OFFICE HOURS: Tuesday & Thursday: 1:30 - 3:30
Wednesday: 1:30 - 3:30
Other times by appointment

OFFICE PHONE: 646-1422

EMAIL: smith@nmsu.edu

PREREQUISITES: MBA student in final semester.

REQUIRED TEXTS: Strategic Management: An Integrated Approach, 10th Ed
Charles W. L. Hill & Gareth R. Jones.

Why Smart Executives Fail.
Sydney Finkelstein.

CATALOG DESCRIPTION

Covers the integration of functional, human, technological, and environmental aspects of business within the framework of management policy and strategy formulation. Formulate, implement, evaluate and control the various functions of the organization from a systems perspective. Understand the external environment and its impact on the organization.

COURSE OBJECTIVES

This course is designed to serve as a terminal integrative experience. At this stage of your graduate program, you should have acquired the conceptual understandings and related analytical tools needed to assess an organization within its operating environment. No executive can make a sound decision without first understanding the available resources and related limitations attributable to the organization within its operating environment. Few business decisions can be properly executed without available resources. Therefore, it is first necessary to fully assess the resources controlled by the organization that are currently committed or potentially available (tangible & intangible). Then the potential risks relative to opportunities must be weighed within the context of the operating environment. Strategic decisions usually are material in nature in both cost and impact on the organization. Accordingly, the resources required to initiate and sustain strategic decisions may require securing additional external financing; restructuring current operations; redeploying existing assets; divesting or merging activities; etc.
Competitive advantage cannot be optimally achieved without fully developing this necessary understanding. Before any effective strategic decisions can be entertained, it is critical to assess where the organization is at the present moment and then to fully understand what event(s) brought the organization to that point. Only then can any substantive changes be considered and sound recommendations provided.

**GRADING**

The total points available for this course are as follows:

- Exams (2 @ 100 pts.) 200
- Group case assignments 270
- Class discussion participation 30

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Total Points 500

Letter grades will be determined as follows:

- 450 – 500 = A
- 400 – 449 = B
- 350 – 399 = C
- 300 – 349 = D
- 0 – 299 = F

If you are taking this course on the S/U grading basis, your grade will be computed in the same manner as those of the other students. You must receive a grade of "B" or better for satisfactory completion of the course. In addition, an incomplete "I" grade will NOT be assigned except under circumstances that clearly comply with university regulations as set forth in the catalog. Also, the only provision for fractional grading (+/-) in this course will be solely at the discretion of the instructor AND only with respect to a minus. For example, the cut off for a “B” is 400; however, if a student was within only a few points, say 398, AND the student timely submitted assignments and fully participated, then consideration may be given for a “B-” grade. This will NOT be a common occurrence and is only provided to those few students who may qualify. Please do not mistake this as an excuse to not put forth your best efforts simply because you expect a bump in your grade. Thus, in the previous example, if your point total was 395 such that you were 5 points away from the cut off then no consideration would be given as a few points means just that. Again, there is NO fractional grading other than the very limited exception as set forth. Thus, from the previous example, if the point total was 395 then the letter grade would be a “C” with no plus added. Should you have any questions, please consult with me.

**ATTENDANCE**

Regular attendance is expected. Your assigned group cannot rely on second hand information when those members who failed to attend class ask their fellow group members to fill them in on what they missed. In order to properly engage in meaningful weekly group discussions, each member must fully engage both in and out of the class. You will be held responsible for any announcements made and any material covered during class.
COURSE PROCEDURES

In addition to a discussion of the text material, I will also provide you with some case studies to augment these materials. Students will be assigned to different groups for various case assignments; thus, the group compositions will change throughout the semester. The case assignments will be discussed and/or presented by students at appropriate points in the semester. As you know, we use the case study approach in an attempt to provide "real world" experiences and related applications of learned business concepts. Like anything else, there are pro's and con's to this argument. But, I do feel, that particularly in this course the case study approach does provide benefit. I may provide some key questions or areas of coverage that must be addressed by your group. This will serve as the basis for class presentations and/or discussions the following week. Further details will be provided in class.

EXAMS

There will be two exams given during the semester, which includes a comprehensive final exam to be administered during finals week. The exams will consist of the chapter material and related case project assignments covered in class and may consist of multiple choice, short answer essay, and structured problems. There is NO provision for a make-up exam during the semester. Also, programmable calculators or any other text capable devices are NOT allowed for any exam and sharing of calculators during an exam is forbidden.

INTEGRATIVE CASE ASSIGNMENTS

As discussed in the Course Procedures section above, various integrative case assignments will be assigned during the semester to provide specific applications of the content material covered and thereby enable students to utilize the knowledge and related skills acquired as business students. These assignments will require group members of each group to work together outside of class and fully contribute to each assignment. Thus, the assignment will be completed and submitted as a group assignment with each member properly named on the assignment. Further, the assignment grade will be equal for each group member. I would assume that at this level of your graduate program you are purposeful and will fully participate and contribute to each group assignment and thus solidify your business acumen. You need to understand ALL of the case assignment. For example, if a group has an accounting major and two marketing majors each member would have a responsibility to understand everything covered. In other words, the student with an accounting background would not take the responsibility for the financial information and depend on the others with a marketing background to assume responsibility for the product placements and demand estimates. Rather, as MBA students, each member will develop an understanding by working together as a group and explaining and clarifying the optimal solutions for each respective case assignment. Also note that exams will cover those applications in the case assignments. Therefore, it is important for each student to assume responsibility to fully understand all the material covered in each case assignment. These assignments and respective due dates will be announced in class. Further details will be provided.

Also, your writing skills are very important. To assist you in meeting the College expectations with respect to your writing and presentation skills, an “Academic Survival Kit” with helpful resources on writing and various presentation skills is available on the College web page at: http://business.nmsu.edu/students/survival-kit/.
DISABILITIES & DISCRIMINATION

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:

Trudy Luken, Director, Student Accessibility Services (SAS); Corbett Center, Rm. 244; Phone: (575) 646-6840; E-mail: sas@nmsu.edu; Website: www.nmsu.edu/~ssd/. If you have a disability that interferes with your performance as a student in this class, you are encouraged for academic reasons to discuss this on a confidential basis with your instructor, in order to provide reasonable accommodations. If you have already registered with SAS, please make sure your instructor receives a copy of the accommodation memorandum within the first two weeks of class. It will be your responsibility to inform the instructor and the SAS representative (in a timely manner) if the services/accommodations provided are not meeting your needs.

NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status. Furthermore, Title IX prohibits sex discrimination to include sexual misconduct, sexual violence, sexual harassment and retaliation. For more information on discrimination issues, Title IX or NMSU's complaint process contact: Gerard Nevarez, Executive Director or Agustin Diaz, Associate Director at the Office of Institutional Equity (OIE); O'Loughlin House; Phone: (575) 646-3635; E-mail: equity@nmsu.edu; Website: http://www.nmsu.edu/~eeo/.

ACADEMIC DISHONESTY

Students are expected to conduct themselves with the highest level of integrity. Academic dishonesty in ANY form will NOT be tolerated and this includes plagiarism. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course or dismissal from the university. The NMSU Library has more information and help on how to avoid plagiarism at http://lib.nmsu.edu/plagiarism/. The instructor will pursue every available course of action against any such student. For a definition of academic dishonesty and the related consequences, consult the student handbook.

EMAIL COMMUNICATIONS

Your NMSU email account is the official means of communicating with the university. Information critical to your success at NMSU is delivered to you via this account, and you are expected to follow rules and policies provided to you via this communication method. Any email from you to the instructor should be sent either through the CANVAS course management system or through your official NMSU email account. Please be advised that due to privacy and security concerns, we are unable to respond to emails from or about students that do not originate from an official NMSU email address.
ADDITIONAL

Following is a tentative assignment schedule for the term. Please note that while chapter coverage is set forth by date, we will focus on various concepts and related applications within the chapter. Further, various portions of the Finkelstein book will be assigned throughout the semester as well as the various case assignments in order to provide necessary coverage of the related strategic concepts. I reserve the right to make any changes in the assignment schedule. Should there be any changes, they will be announced in class; accordingly, you will be responsible for any changes. As discussed, the content coverage of each chapter may be enhanced by additional materials related to the chapter content but that provide further coverage. Further details and related weekly assignments will be provided in class.

ASSIGNMENT SHEET

<table>
<thead>
<tr>
<th>DATE</th>
<th>CHAPTER</th>
</tr>
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<tbody>
<tr>
<td>1/21</td>
<td>Introduction</td>
</tr>
<tr>
<td>1/28</td>
<td>Understanding Organizational Performance</td>
</tr>
<tr>
<td>2/4</td>
<td>Ch. 1</td>
</tr>
<tr>
<td>2/11</td>
<td>Ch. 2</td>
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<tr>
<td>2/18</td>
<td>Ch. 3</td>
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<tr>
<td>2/25</td>
<td>Ch. 4</td>
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<tr>
<td>3/4</td>
<td>Ch. 5</td>
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<tr>
<td>3/11</td>
<td>Ch. 7</td>
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<tr>
<td>3/18</td>
<td>Exam I</td>
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<tr>
<td>3/25</td>
<td>Spring Break</td>
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<tr>
<td>4/1</td>
<td>Ch. 8</td>
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<td>4/8</td>
<td>Ch. 9</td>
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<td>4/15</td>
<td>Ch. 10</td>
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<tr>
<td>4/22</td>
<td>Ch. 11</td>
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<tr>
<td>4/29</td>
<td>Ch. 13</td>
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<tr>
<td>5/6</td>
<td>Exam II</td>
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IMPORTANT DATES

January 28 - Last day to add a class
March 11 - Last day to drop with a “W”
April 17 - Last day to withdraw from the university

CANVAS

Upon registering for this course, you were placed in Canvas for the section you are enrolled in. You will use this during the semester for checking grades, obtaining various posted assignments, obtaining another syllabus copy, etc. We will discuss this in class.

WITHDRAWING FROM THE COURSE

If you are considering withdrawing from the course, I strongly encourage you to first meet with me to discuss your situation. Should you still decide to withdraw from the course, please be sure to secure a signed course withdrawal form to ensure a “W” is designated for your course grade. Do not simply stop coming to class. If you do NOT formally withdraw from the course, you will most likely receive an “F” for the final course grade.