July 1, 2015.

STRATEGIC MANAGEMENT
NEW MEXICO STATE UNIVERSITY
Summer II 2015 MGT 449
CLARK/M70/#26537: ONLINE

SUMMER 2015 WELCOME LETTER

Welcome and introduction. Hello! Welcome to your capstone course; the best indicator you are about to succeed with your baccalaureate, and graduate from NMSU’s College of Business; congratulations! This summer my online office hours are Wednesday between 2:45 and 5:00pm, Las Cruces Time. (575) 646-1565. And, e-mail is checked Monday through Thursday (early afternoon) with next business day response; and Monday is next business day for Thursday. Also, you may call and leave a voice message with phone number; and next day response applies.

Background. Good strategy involves 60% planning and organization, 13% implementation, and 27% control. This has been known since 1937, and demonstrated beginning 1944; and is a primary factor for US as largest economy and third largest exporter in world (Acs et al., 2009, 2014). Only about 1,000 companies in United States (US) are responsible for $0.83 of every dollar ($1.00) of economic – not accounting – profit; and only economic profit may be used for re-investment to achieve growth, stability and sustainability (Baumol et al., 2007, 2010).

“Organizational sustainability (asymmetric strategy, proportionally-larger market share, more inelastic prices) via strategic or serendipitous entrepreneurship” (Clark, 1997, 2013) applies to all five environments that harbor markets where profit is found: social (nonprofit), economic (for-profit), governmental, technological and natural. And, there are five basic resource categories: entrepreneurship, financial capital, natural capital, human resources, and, technology & infrastructure involved with democratic-capitalism (political-economic system) in the US.

And, “determining the domain for market, state, family, enterprise, and civil society – for each of them – is a serious task for every society, not to be disposed of by all too-common dogma” (Lindblom, 2001, 107). This is why strategy is important: it provides alignment and attunement of organizational resources – and their associated capabilities – with target markets and customers, beneficiaries, or constituents (Clark, 1997, 2013). Strategy occurs within and across the several sectors – for-profit, governmental, and nonprofit – that comprise a political-economy based on democratic-capitalism; like the United States (US).

Our schedule. This short summer semester, you will read and write about strategy as you finish your degree. We only have a few assignments (6; SYLL, RES, 3xASGN, ME) and each is important; the make-up policy (2; 1xASGN and FE) is clearly posted in our Syllabus. Only
“complete work” is given any point award (grade); Professor or TA cannot grade “effort.” “Accomplishment” is the only thing we can measure. Read and write; and discuss amongst yourselves or with TA or Professor (check posted office hours). TA or Professor are “resources to leverage your capabilities” (Baumol, 1990, 2010; Lindblom, 1990, 2001; Clark, 1997, 2013). Professor will send weekly memos that discuss current topic and relate it to current events found in The Wall Street Journal (WSJ).

**Format.** For your Assignments and Exams, you can only use the Text and WSJ for citation. We can all access and verify the Text and WSJ. Students must use specified edition of D&D (2015); “End-of-Chapter Review Questions” in 2015 ed. must be used. Employ Turabian or Chicago-style for your citation-style (parenthetical). Use 12-point Times New Roman font, and – please – no graphics, just white paper; and place a cover page on each assignment (examples for all items are posted at CANVAS course site).

**Conclusion.** Best wishes for an enjoyable summer and MGT449; and most importantly, very best wishes and luck – preparation meeting opportunity – as you enter the markets that comprise the social, economic, regulatory, technological and natural environments that require effective strategy to achieve sustainability for individuals and collective for-profit, nonprofit and governmental organizations.

Sincerely,

Mark Clark PhD via e-signature

Strategy, entrepreneurship and public affairs.

(575) 646-1565 clarkml@nmsu.edu
Office: ONLINE Summer II Office Hours: 2:45pm to 5:15pm, Wednesday

Department(s) of Management (and Marketing): MGT/(MKTG) 461/591; MGT 449, 590
College of Business and Economics
**NEW MEXICO STATE UNIVERSITY**
PO Box 30001
Las Cruces, New Mexico 88003-8001
### MGT 449 COURSE SCHEDULE - Summer II (2015)

**OUR COURSE BEGINS THURSDAY, JULY 2, 2015; OUR LAST DAY OF CLASS IS AUGUST 6, 2015.**

<table>
<thead>
<tr>
<th>DATE</th>
<th>WEEK</th>
<th>TOPICS &amp; READING ASSIGNMENTS (400 points possible for grade determination)</th>
<th>ASSIGNMENTS (SEE SYLLABUS LIST; 70 extra credit and bonus, and 200 make-up points possible)</th>
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<tr>
<td>7.06</td>
<td>1</td>
<td>CHP 1, 2: The Nature of Strategic Management; The Business Vision and Mission. 100 points possible.</td>
<td>1. &amp; 2. DUE (SYLLABUS QUIZ &amp; RESUME' POSTING). 50 points extra credit.</td>
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<td>7.13</td>
<td>2</td>
<td>CHP 3, 4: The External Assessment; The Internal Assessment (3A.) 100 points possible.</td>
<td>&quot;End-of-Chapter Review Questions&quot; from our Text by David &amp; David (D&amp;D), 2015. STUDENTS MUST USE CURRENT AND REQUIRED EDITION. 3A. DUE (CHP 1: 24, 25, 27, 28 and 29; &amp; CHP 2: 9, 17, 26, 27 and 28).</td>
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<td>3B. (CHP 3: 17, 25, 35, 39 and 40; &amp; CHP 4: 13, 15, 16, 28 and 27 OR 28); AND, 4. ME DUE.</td>
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<td>4</td>
<td>CHP 5, 11: Strategies in Action; Global and International Issues (3C.); MID-TERM EXAM (ME) DUE. 100 points possible for ME.</td>
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<td>5</td>
<td>7. COURSE SURVEY &amp; EVALUATION (20 bonus points).</td>
<td>5. MAKE-UP FOR MISSED ASSIGNMENT 3A, 3B OR 3C (1, only) DUE: CHP 5: 5, 9, 10, 16 and 17; and, CHP 11: 7, 8, 10, 12 and 21; &amp; 6. FE DUE (and is only for MAKE-UP OF MISSED ME).</td>
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David & David (D&D), 2015, provide easy-to-understand information & examples for use in completion of your assignments or exams. FORMAT EXAMPLES for assignments and exams are posted at CANVAS course site. If you require assistance: please contact Professor or TA. Due dates will not change; please; plan for success, accordingly. GRADES ARE BASED ON 400 POINTS POSSIBLE; SEE GRADING SCALE TABLE POSTED AT CANVAS COURSE SITE. Thank you.
COURSE DESCRIPTION.
Integrative approach to envisioning the future and shaping strategies for business success. Prerequisite(s): BCIS 338 or 350; BLAW 316; FIN 341; MGT 309; MKTG 303; and one of the following: MGT 344 or MGT 470 or BCIS 485.

COURSE OBJECTIVES.
1. Understand and be able to explain to other professionals what comprises the “comprehensive model of the strategic-management process” (David & David, 2015, 13).
2. Apply this comprehensive model for functional analysis of organizational structures, processes and culture via the Case Analysis method (D&D, 359).
3. Be able to effectively interact with other professional managers during the strategic-management cycle: planning & organization, implementation and control.
4. Become equipped to make presentations of case analysis results for action by organizational decision-makers or other relevant stakeholders.

PROFESSOR.
Mark Clark, PhD
Contact Information: (575) 646-1565 clarkml@nmsu.edu
Next day response to phone or e-mail; Monday is next day for Friday.
Office Location: ONLINE FOR SUMMER 2015 (DOM 218)
Office Hours: ONLINE COURSE: Wednesday; 2:45 to 5:15pm

COURSE NOTES.
1. Please do not ask for variance from any course policy or requirement or assignment; “1” will not be treated differently from “this organization.” Your Syllabus will not change during semester. Due dates will not change and there will be no assignments beyond those listed herein.
2. There is one (1) required text by David & David (D&D). The Wall Street Journal (WSJ) is an optional text for this course; and highly-recommended. Often, and in the weekly memos, Professor will refer to WSJ. For this course, you are only allowed to cite D&D or WSJ. Weekly memos are designed to keep you on schedule and pace with the Syllabus.
3. Only work products may be measured for grade determination; effort is not gradable, and partial credit is not issued based on non-measurable effort. All exams, assignments or optional, extra credit or bonus work are DUE WEDNESDAYS BEFORE 6pm, Las Cruces Time; and 6:01 to 10PM is your grace period for tardy delivery (10:01pm is late and is penalized). CANVAS delivery is required for full-credit consideration; otherwise, deliver via clarkml@nmsu.edu within 48-hours of original due date and time; otherwise no credit, at all. Late delivery receives 30% grading penalty; and no excuses accepted for late work. For this course, there is “1” make-up assignment and “1” exam make-up. All assignments are open at beginning of semester, complete them early if the possibility of late delivery exists. Apply “good strategy.”

4. The Syllabus represents a form of contract wherein l(earn)ers meet its terms & conditions in exchange for grade points. Along with that administrative process, your reading, writing and other forms of discussion – internal and external to our course – lead to changes in knowledge; and, practical application of that knowledge leads to new experience and a change in your “boundaries of rationality” (Simon, 1997, Nobel Prize for this rule). Often, this is called “growth” or “development” and it applies to individuals and collectives (Schumpeter, 1934, 1942; Kirzner, 1973; Baumol, 1990, 2010).

5. Please: for this online course, only use clarkml@nmsu.edu or telephone (575.646.1565) to contact Professor. CANVAS e-mail is not used for this course; please, only use your university-assigned (@nmsu.edu) e-mail account for class communication. Voice messages or e-mail receive next business day response. Monday is next business day for Thursday. Non-NMSU or CANVAS e-mail are not opened and immediately sent to “trash.”
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1., 2. 1. SYLLABUS QUIZ (20 points extra credit) & 2. RESUME (30 points extra credit)
3A. CHP 1: 24, 25, 27, 28 and 29 & CHP 2: 9, 17, 26, 27 and 28 (100 points)
3B. CHP 3: 17, 25, 35, 39 and 40 & CHP 4: 13, 15, 16, and, 27 OR 28 (100 points)
3C. CHP 10: 9, 10, 11, 12, and 15 & CHP 6: 19, 20, 21, 23 and 23 (100 points)
4. MID-TERM EXAM (100 points)
5. MAKE-UP FOR MISSED REGULAR ASSIGNMENT (100 points)
6. MAKE-UP FINAL EXAM FOR MISSED OR POOR ME (100 points)
7. SURVEY & EVALUATION (20-points bonus).
GRADE DETERMINATION: NOTES TO “ASSIGNMENTS & EXAMS.”

1. SYLLABUS QUIZ (SYLL; 20 points possible). Multiple-choice quiz related to Syllabus and CANVAS course site. Optional work is not susceptible to late delivery or make-up.

2. RESUME (RES; 30 points possible). Build a current résumé using the suggested format. Use a different format, no points awarded; please use your information and match the required form-of-contract (format). Optional work is not susceptible to late delivery or make-up.

3. ASSIGNMENTS (ASGN; 300 points possible). 3 submissions each worth 100-points. Submit on-time responses via CANVAS, late via clarkml@nmsu.edu. Each assignment or exam has a submission site within the CANVAS course site. Go to the “assignments” bar on the left-side of your CANVAS screen. Learners must submit on-time and via CANVAS for full-credit consideration. If CANVAS has closed, submit via clarkml@nmsu.edu within 48-hours of original due date or no credit will be issued. All late deliveries are charged a 30% grading penalty. Only D&D, 2015, and WSJ may be used for citation in your ASGN responses or submissions. Optional make-up ASGN may be used to replace a missing 3A., 3B., or 3C.; and two missed ASGN will not be good for final grade calculation.

4. MID-TERM EXAM (ME; 100 regular points possible): Essay-type exam covering materials scheduled during first-half of course; and based on a specified article related to strategic-management and innovation. No credit is made available if you submit ME late; and FE is make-up for missed or late ME. Go to “modules” within the CANVAS course site. Learners will find the “EXAMS” folder. Your exams are a Summary & Analysis of a course-related article. Via the ME, L(earn)ers must demonstrate course and degree-related knowledge, critical thinking and logical reasoning, and writing skills. Optional FE is make-up for missed ME.

5. OPTIONAL MAKE-UP ASGN (100 make-up points for missed regular assignment; only make-up offered this summer semester). Same as regular ASGN, but with different and more advanced degree-of-difficulty.

6. OPTIONAL MAKE-UP FINAL EXAM (FE; 100 make-up points for missed ME, only). Same as ME, but with different article and covering our entire course.

7. BONUS SURVEY & EVALUATION (SVY; 20 extra points for on-time completion).

8. COURSE GRADE: 400 points possible; this is the basis for grade calculation (your “total points divided by 400”; your “total points/400”=%=letter grade). Pursuant to official NMSU policy, our grading scale is the standard percentage of points related to letter and “+” or “-”.

A Table with point ranges and associated letter grades (A, B, ..., etc.) is posted.
at CANVAS course site. For incomplete grade, you must average 74% for all required work up-to-and-including ME; and have made complete at least 60% of all course-required work. Incomplete grade requires documented illness, death, family crisis or other comparable event beyond your control. Requirements for completion of grade are stated by the document granting incomplete grade. Re-registration may be required.

9. The last day to drop a course with a W letter grade is JULY 22, 2015. The last day to withdraw from the university is JULY 30, 2015. If a decision is made to drop or withdraw from the course, you are responsible for completion of all necessary steps required by the department, college and university.

449 TEXTBOOKS.

Required.

Optional.

NMSU NOTES.
  i. You are responsible for all official policy associated with NMSU (http://deanofstudents.nmsu.edu/student-handbook/). Violations of academic policy are serious. Do not put yourself into an uncomfortable place. The NMSU Library has information related to plagiarism and other forms of academic dishonesty (http://lib.nmsu.edu/plagiarism/).
  
  ii. The Undergraduate Committee has identified writing, presentation and critical thinking skills as areas that require improvement. Resources related to writing and presentation skills are available http://business.nmsu.edu/students/survival-kit/.
  
  iii. You must tell faculty - in-advance - of any special circumstances related to course participation. Section 504 of the Rehabilitation Act of 1973 and The Americans with Disabilities Act (ADA) involves issues related to disability and its accommodation. SASA will provide you the official forms that specify and authorize specific accommodation(s). If you have questions or requires accommodation for the course or in the classroom, please contact:

    Trudy Luken
    Learner Accessibility Services (SAS)
    Corbett Center, Room 244
    (575) 646-6840
iv. NMSU prohibits discrimination of any sort; for a complete listing of protected classes and procedures to obtain due process, please contact OIE:

Gerard Nevarez or Agustin Diaz
Office of Institutional Equity (OIE)
O’Laughlin House
(575) 646-3635
E-mail: equity@nmsu.edu  Website: www.nmsu.edu/~eeo

E-mail: sas@nmsu.edu
Website: www.nmsu.edu/~ssd/