STRATEGIC MANAGEMENT
Fall 2015 MGT 590 SYLLABUS
CLARK/M01/#46550/W: 6pm/DOM 005.
August 14, 2015.

COURSE DESCRIPTION.

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. Prerequisite: M.B.A. student in his or her final semester. Restricted to majors.

COURSE OBJECTIVES.

1. Understand and be able to explain to other professionals what comprises the “basic model of strategic-management” (Wheelen et al., 2015, 13).

2. Be capable of effective case analysis related to formulation, implementation and control of strategic policy related to marketing, human resources, technology or finance.

3. Apply this comprehensive model for functional analysis of organizational structures, processes and culture via the Case Analysis method (Wheelen et al., 2015, 331).

4. Ability to effectively interact with other professional managers during the strategic-management cycle: environmental scanning, planning, implementation and control.

5. Become equipped to make professional presentations of case analysis results or strategic action plans 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: DOM 218
Office Hours: Wednesdays: 2:50 to 5:50 pm.

TEACHING & RESEARCH ASSISTANT.

Bahareh Javadizadeh; see CANVAS home page for contact information.
COURSE NOTES.

1. The Syllabus represents a form of contract wherein its terms & conditions are met in exchange for grade points. Please do not ask for variance from any course policy or requirement or assignment. 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: Wheelen, Hunger, Hoffman & Bamford, 2015. The Wall Street Journal (WSJ) is an optional text for this course. WSJ is great source for “environmental scanning” (Wheelen et al., 2015, 14-16, 26).

3. There are three individual case assignments, one Team assignment, and one required exam (ME) required. There are 500-points possible; and that is our grading basis. The Syllabus Quiz, Résumé and Course Evaluation each offer additional points opportunities (up to 50; combined).

4. Grading scale for our course is posted at CANVAS. CANVAS is used to post grades for cases and exams, but CANVAS grade book is not official grade book. Grades are kept by Professor with encrypted format based on FERPA and NMSU policy or guidelines.

5. Only work products may be measured for grade determination; effort is not gradable. 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).
   
   a. Some of your assignments will be submitted via CANVAS, some will be hand-delivered to Professor or TA during regular class meetings.

6. On-time delivery is required for full-credit consideration; otherwise, deliver via clarkml@nmsu.edu within 48-hours of original due date and time (Friday, 6pm); otherwise no credit. Late delivery receives 30% grading penalty; and no excuses are accepted for late work. Make-up Assignments & Exams: for this course, there is one (1) make-up case and one (1) exam make-up.

7. Please: for this 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 discarded; based on FERPA and NMSU guidelines. Thank you.
<table>
<thead>
<tr>
<th>Week</th>
<th>DATE</th>
<th>TOPIC (Chapter)</th>
<th>Assignment, Exam DUE</th>
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<tbody>
<tr>
<td>0</td>
<td>8.19</td>
<td>Course Introduction; review Syllabus and CANVAS course site</td>
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<tr>
<td>1</td>
<td>8.24</td>
<td>Basic Concepts of Strategic Management (1); Appendix 1.A; Social Responsibility and Ethics in Strategic Management (3)</td>
<td>Syllabus Quiz [optional - 10 points]</td>
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<tr>
<td>2</td>
<td>9.07</td>
<td>Introduction to Case Analysis: Suggestions for Case Analysis (12)</td>
<td>Post Resume’ [optional -20 points]</td>
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<tr>
<td>3</td>
<td>9.14</td>
<td>Scanning the Environment (4); Internal Scanning: Organizational Analysis (5)</td>
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<td>4</td>
<td>9.21</td>
<td>Discussion of TEAM CASE: GL GREEN; Las Cruces (NM) and Austin (TX)</td>
<td>CASE 1 DUE [required - 100 points]</td>
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<tr>
<td>5</td>
<td>9.28</td>
<td>Strategy Formulation: Situation Analysis and Business Strategy (6); Corporate Strategy (7)</td>
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<tr>
<td>6</td>
<td>10.05</td>
<td>Strategy Formulation: Corporate Strategy (7)</td>
<td>CASE 2 DUE [required - 100 points]</td>
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<td>8</td>
<td>10.19</td>
<td>No class meeting; complete and submit ME; Professor at DOM 218 during office hours and regular class meeting period</td>
<td>Hand-delivery during class period; and submit via CANVAS.</td>
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<tr>
<td>9</td>
<td>10.26</td>
<td>Strategy Implementation: Organizing for Action (9)</td>
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<tr>
<td>10</td>
<td>11.02</td>
<td>Strategy Implementation: Staffing and Directing (10); Corporate Governance (2)</td>
<td>CASE 3 DUE [required- 100 points]</td>
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<td>11</td>
<td>11.09</td>
<td>Evaluation and Control (11)</td>
<td>WRITTEN TEAM CASE [74% of total points possible]</td>
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<td>12</td>
<td>11.16</td>
<td>Course Summary; submit written portion of TEAM CASE</td>
<td>MAKE-UP CASE [100 points]</td>
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<tr>
<td>13</td>
<td>11.23</td>
<td>Holiday - no class meetings</td>
<td>TEAM CASE PRESENTATIONS [26% of total points possible]</td>
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<tr>
<td>14</td>
<td>11.30</td>
<td>Team Presentations [attendance required to be eligible for 26% points award]</td>
<td>FINAL EXAM (FE) [100 points]</td>
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<tr>
<td>15</td>
<td>12.07</td>
<td>Final Exam Week</td>
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Professor will send weekly memos to extend or expand textbook material. The Wall Street Journal is a great source for understanding innovation, entrepreneurship and small business management. Professor and TA only use @nmsu.edu and will not open non-@nmsu.edu e-mail. Any assignment not received via the CANVAS submission site will receive late penalty; send missed CANVAS submissions to clarkml@nmsu.edu, only. All *assignments due Wednesday at 6pm, Las Cruces Time*; tardy delivery without penalty is between 6:01 and 10pm.
GRADE DETERMINATION (each item is worth up to 100-points).

Syllabus Quiz, Résumé and Course Evaluation offer combined up to 50 additional points.

CASE 1. ISI (Case 3)

CASE 2. BATTLE SPORTS SCIENCE (Case 5)

MID-TERM EXAM (ME). Required to pass course; FE exists if ME is missed.

CASE 3. CARNIVAL CORPORATION (Case 13)

TEAM CASE. GL GREEN (Las Cruces, NM, and Austin, TX)

MAKE-UP CASE. Only if missed a regular case (C1, C2, C3); three complete and satisfactory cases and the ME are required to “pass” course.

MAKE-UP EXAM (FE). Only if missed mid-term exam (ME)

GRADE DETERMINATION: NOTES TO ASSIGNMENTS & EXAMS.

1. SYLLABUS QUIZ (10 points possible). Multiple-choice quiz related to Syllabus and CANVAS course site. Optional work is not susceptible to late delivery or make-up.

2. RÉSUMÉ (20 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. CASES (400 points possible; 3 individual and 1 TEAM case). Each case is worth up to 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.

   a. Submit on-time and via CANVAS for full-credit consideration; UNLESS, asked to make hand delivery during regular class meeting.

   b. Instructions or direction is different for each case; therefore, separate documents for each case and the mid-term and final exams are posted under “modules” at the CANVAS course site.

   c. There could be one (1) “wild-card” assignment for any fall or spring semester. It is
optional and separate instructions or direction will be posted at our CANVAS course site. It is optional and there is no replacement of make-up.

4. 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. Three individual and one Team cases, plus the mid-term exam, are required to “pass” this course. One missed case and a missed ME may be “made-up;” otherwise an incomplete grade or re-taking the course are options.

5. MID-TERM EXAM (ME; 100 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.

6. OPTIONAL MAKE-UP CASE (100 make-up points for missed regular case). Same as regular case but with different degree-of-difficulty.

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

8. SURVEY & EVALUATION (20 additional points for completion).

9. COURSE GRADE: 500 points possible; this is the basis for grade calculation. 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.

10. 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 (2 CASES and ME). 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.

11. The last day to drop a course with a W letter grade is Monday, OCTOBER 19, 2015. The last day to withdraw from the university is Friday, NOVEMBER 13, 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.

590 TEXTBOOKS.

Required. Wheelen, Thomas L., J David Hunger, Alan N. Hoffman & Charles E. Bamford. 2015. Strategic management and business policy: Globalization, innovation and sustainability, 14th ed. Boston, MA: Pearson. Proper Textbook is required; and Professor is not allowed by Copyright Law to copy and transmit or post portions or the entire Text.

NMSU NOTES.

i. You are responsible for all official policy associated with NMSU (http://deanofstudents.nmsu.edu/student-handbook/). 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  
   E-mail: sas@nmsu.edu  
   Website: www.nmsu.edu/~ssd/

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