COURSE TITLE: Strategic Management  
COURSE NUMBER: MAN 4720

COURSE DESCRIPTION (with prerequisites):
This course is designed to integrate prior business courses through study and discussion of real organizational situations, including ethical and global issues, the influence of the external environment and the effect of demographic diversity on organizations. Prerequisites: ACG 3101 or ACG 3341, FIN 3400, MAN 3025 and MAR 3023. 3 semester hours credit.

NAME(S) OF INSTRUCTORS:
Dorothy Chaney

EFFECTIVE ACADEMIC YEAR:
2016-17

REQUIRED TEXTBOOKS AND INSTRUCTIONAL MATERIALS:

GRADING POLICY:
The standing of a student in each course is expressed by one of the following letters and corresponding grading system:
A – 90 – 100
B – 80 – 89
C – 70 – 79
D – 60 – 69
F – 59 or less
The Chipola Catalog provides policies and procedures regarding the grading system. A student’s Grade Point Average is derived from the grading system/quality point scale.

ATTENDANCE AND WITHDRAWAL POLICIES:
Chipola College expects regular attendance of all students, and all instructors record attendance daily. Students who are absent from classes for any reason other than official college activities must satisfy the instructor concerned that the absence was due to illness or other clearly unavoidable reasons. Otherwise, the student may suffer grade loss at the discretion of the instructor. Chipola policy allows each instructor to specify in the Instructor First Day Handout whether or not an absence is excusable and what affect the absence or tardy may have on the grade.
A student is allowed to repeat a course a maximum of three (3) times. **On the third attempt a student (1) must bear the full cost of instruction (unless waived by Student Services), (2) cannot withdraw, and (3) must receive a grade.**

**MAKE-UP POLICY:**
Chipola allows each instructor to specify in the Instructor First Day Handout the makeup policy.

**ACADEMIC HONOR CODE POLICY:**
Students are expected to uphold the Academic Honor Code. Chipola College’s Honor Code is based on the premise that each student has the responsibility to (1) uphold the highest standards of academic honesty in his/her own work; (2) refuse to tolerate academic dishonesty in the college community; and (3) foster a high sense of honor and social responsibility on the part of students. Further information regarding the Academic Honor Code may be found in the Chipola Catalog, Student Governance section.

**STUDENTS WITH DISABILITIES POLICY:**
Chipola College is committed to making all programs and facilities accessible to anyone with a disability. Chipola’s goal is for students to obtain maximum benefit from their educational experience and to effectively transition into the college environment. Students with disabilities are requested to voluntarily contact the Office of Students with Disabilities to complete the intake process and determine their eligibility for reasonable accommodations.

**NOTICE OF EQUAL ACCESS/EQUAL OPPORTUNITY AND NONDISCRIMINATION:**
Chipola College does not discriminate against any persons, employees, students, applicants or others affiliated with the college with regard to race, color, religion, ethnicity, national origin, age, veteran’s status, disability, gender, genetic information, marital status, pregnancy or any other protected class under applicable federal and state laws, in any college program, activity or employment.

Karan Davis, Associate Vice President of Human Resources, Equity Officer and Title IX Coordinator, 3094 Indian Circle, Marianna, FL 32446, Building A, Room 183A, 850-718-2205, davisk@chipola.edu.

**LIBRARY AND ON-LINE REFERENCE MATERIALS:**
The library is a comprehensive learning resource center providing information in print, electronic, and multimedia format to support the educational objectives of the College. On-line catalogs, e-books and electronic databases can be accessed by using the LINCCWeb icon on the Chipola Library website at [www.chipola.edu/library](http://www.chipola.edu/library). If you have questions about database usage consult the “How to Use the Chipola Databases” on the Library website or call the Library at 850/718-2274 during regular hours. Library hours are posted each semester at the building entrance and on the Library website. See your Instructor First Day Handout for individual instructor recommendations and resources.
TECHNOLOGY RESOURCES:
The college’s learning management system is Canvas. Classes become available on Canvas on the first day of the semester. It is the student’s responsibility to log onto the Canvas system the first day of class to establish the first day of attendance and to check announcements. All official class communication must be through Canvas. For further information, contact your instructor or the Director of eLearning. The Canvas support hotline is available online in live chat and on the phone, toll-free, at 855-308-2812 for any issues in accessing or utilizing Canvas. The Technology Center, located in the library, is equipped with computer workstations. Lab hours are posted each semester at the building entrance and on the Library website.

FREE TUTORING RESOURCES:
The Academic Center for Excellence (ACE) Lab, located in Building L, offers free tutoring from 8 a.m. to 5 p.m. and is equipped with computer workstations. ACE lab hours are posted each semester at the room entrance and on the website. Additionally, Chipola College has contracted Smarthinking, a Pearson Company, for online tutoring services, accessible especially from 5 p.m. to 8 a.m. and weekends. Smarthinking can be accessed through Canvas.

ELECTRONIC DEVICE USAGE STATEMENT:
Classrooms should be free of all unnecessary distractions from the task of learning. Therefore, as a general rule, students should silence and avoid use of all electronic devices (laptops, phones, tablets, etc.) not being used for coursework. Consult first-day handouts for any specific policies related to the use of electronic devices in the classroom, as they may vary depending upon the nature of the course or the guidelines of the instructor. Faculty reserve the right to regulate the use of electronic devices and their accessories in class.

DISCIPLINE SPECIFIC COMPETENCIES / LEARNING OUTCOMES:
Bachelor of Science in Business Administration degree Learning Outcomes:

BA-1 Exhibit knowledge of accounting, finance, management, legal, operations and marketing.

BA-2 Identify MIS, economics, technology, statistical data and decision support tools for making effective business decisions.

BA-3 Recognize the impact of today’s global economy, diversity and cultures on businesses.

BA-4 Comprehend how effective leadership, teamwork and ethics relate to best business practices.

BA-5 Use effective oral and written communication skills, including effective research techniques.
## LINKING COURSE-LEVEL STUDENT LEARNING OUTCOMES WITH DISCIPLINE-SPECIFIC COMPETENCIES, ASSESSMENT METHODS, AND ARTIFACTS

### COURSE-LEVEL STUDENT LEARNING OUTCOMES FOR MAN 4720

Upon completion of this course, the student will be able to:

1. Understand the need for a sound business strategy to successfully manage the business and compete in the industry
2. Identify the leadership skills management must exhibit to drive strategy execution forward.
3. Gain command of the basic concepts and analytical tools used to diagnose a company's industry and competitive conditions.
4. Discuss whether and when to utilize offensive or defensive moves to enhance market position.
5. List the primary reasons for choosing to compete in international markets.
6. Understand how to balance the economic responsibility to shareholders with social responsibility, citizenship, and sustainability.

<table>
<thead>
<tr>
<th>DISCIPLINE-SPECIFIC COMPETENCIES</th>
<th>ASSESSMENT METHODS FOR COURSE LEVEL STUDENT LEARNING OUTCOMES</th>
<th>LEARNING ARTIFACTS FOR PROGRAM ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA-1,BA-3, BA-4</td>
<td>T,OT,UT,Q,W,D E,DB,E,H,PS,CS</td>
<td>H or Proj. or T</td>
</tr>
<tr>
<td>BA-1,BA-3, BA-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA-1,BA-5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA-1,BA-2, BA-4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA-1,BA-3, BA-5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA-1,BA-2, BA-3,BA-4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Assessment Codes**

- T = Tests
- Pre/Post = Pre- and Post-Tests
- OT = Objective Tests
- UT = Unit Tests
- Q = Quizzes
- F = Final Examination
- CF = Cumulative Final
- EX = Departmental Exam
- SE = Nat'l or State Standardized Exam
- RPT = Report/Presentation
- SP = Skills Performance
- SD = Skills Demonstration
- W = Writing Assignments
- E = Essays
- DE = Documented Essays
- RP = Research papers
- J = Jury
- R = Recital
- Proj. = Projects
- Exp. = Experiments
- Cap. Proj. = Capstone Project
- Cap. Course = Capstone Course
- Prac. = Practicum
- Intern. = Internship
- H = Homework
- PS = Problem Solving
- DB = Discussion Board
- BO = Behavioral Observation
- Clin. = Clinicals
- CS = Case Study
- CP = Case Plan
- Port. = Portfolio
- Obs. = Teacher Observation
- Sk. Check = Skills Check-off
- JP = Judged
- Curriculum Frameworks
- Performance/Exhibition
MEANS OF ACCOMPLISHING STUDENT LEARNING OUTCOMES:
1. Attend and participate in class regularly.
2. Read all assigned material before class.
3. Study in-class notes and online (Canvas) materials.
4. Complete assigned projects in a timely manner to enable reflections and revisions on the final product.
5. Participate in discussions.
6. Demonstrate your mastery of the required skills on quizzes, exams, etc.
7. Complete all assignments with promptness and accuracy.
8. All written documents as well as online assignments must be completed using correct grammar, spelling, and structure.

The grading breakdown is subject to change at the discretion of the instructor.
Quizzes up to 40%
Test (which includes Midterm and Final) up to 60%
Assignments, Projects and/or Labs up to 40%
Participation up to 20%

Please see your first day handout for individual instructor grading schemes.

Academic Honesty: Do not attempt to get assistance on exams from any other individual; or to complete assignments or gain answers for quiz questions or assignments dishonestly. Please refer to the Chipola College Catalog and the Chipola College Student Handbook for information on the Academic Honor Code and the Academic Honor Code – Consequences. Academic dishonesty includes but is not limited to plagiarism, cheating, and misrepresentation on assignments, quizzes and/or exams.

ASSIGNMENT AND/OR COURSE OUTLINE
The following topics will be covered in this course at the discretion of the instructor:
- Strategy, Business Models, and Competitive Advantage
- Charting a Company’s Direction: Vision and Mission, Objectives, and Strategy
- Evaluating a Company’s External Environment
- Evaluating a Company’s Resources, Capabilities, and Competitiveness
- The Five Generic Competitive Strategies
- Strengthening a Company’s Competitive Position: Strategic Moves, and Scope Of Operations
- Strategies for Competing in International Markets
- Corporate Strategy: Diversification and the Multibusiness Company
- Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy
- Superior Strategy Execution – Another Path to Competitive Advantage
- Coach Inc. in 2012: It’s Strategy in the “Accessible” Luxury Goods Market
- Google’s Strategy in 2013
- Mystic Monk Coffee
- The Walt Disney Company: It’s Diversification Strategy in 2012
- Robin Hood
- Tata Motors: Can It Become a Global Contender in the Automobile Industry?

See your Instructor First Day Handout for individual instructor assignment schedule.