

STRATEGIC MANAGEMENT AND BUSINESS POLICY

(MAN 4720)

SUMMER 2024 (Online)

Teaching Faculty: Horacio E. Rousseau, Ph.D. (full bio [here](#), follow me on twitter [here](#))

Office Hours: Are optional, and via Zoom. Mondays 11 AM to 12 PM EST.
Previous email is required to set the appointment.

E-mail Policy: You can reach me at hrousseau@business.fsu.edu

Strategic Management explores the challenges involved in leading business enterprises from a top management perspective. Rather than focusing on a particular functional area (production, marketing, finance, accounting, information systems or human resources), this course considers the business organization as a whole. Much of the course is devoted to the examination of current strategies and the competitive, economic, political, and social conditions that managers face in their industries.

This class presents prescriptive tools that are generally used to evaluate and solve business problems and issues. A primary purpose of the course is to encourage strategic thinking based on an integrated and comprehensive analysis. To a great extent, emphasis is on how well you can critically analyze comprehensive business issues.

A large portion of the class will also discuss normative reasons why it is difficult to implement these strategies. In particular, it will use cutting-edge research to inform traditional prescriptions about how to make strategic decisions.

Course Objectives

The overall objective of the course is to learn how managers attempt to ensure the long-term survival and prosperity of their organization through decisions about the deployment of human, financial, and material resources. Other key objectives include developing an ability to:

- o Understand key concepts and issues in business- and corporate-level strategies.
- o Integrate concepts, principles, and skills learned in specialized courses.
- o Apply diagnostic and analytical tools to aid in making strategic

decisions.

- o Recognize and create strategies that build a firm's competitive advantage.
- o Understand decision making at all levels of the organization.

Pre-requisites

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

Course Policies

- o Be sure you keep up to pace with the online material. This involves watching the videos and reading the textbook chapters and articles.
- o Students are expected to actively participate and get involved in the course via Packback (more details on this below)

Readings per Module (Including those for Quizzes):

Library site: <https://guides.lib.fsu.edu/MAN4720>

Other Outlets: *Fortune; Harvard Business Review; Sloan Management Review; California Management Review; Financial Times; The Globe and Mail; The New York Times; Bloomberg.*

Course Web Site:

<https://canvas.fsu.edu/courses/276480>

Packback: You will need to participate 6 times in Packback Discussions (each time posting 1 question and 2 responses to other students' posts). This will represent around **12% of your grade** so participation here is fundamental.

Canvas and E-Mail: Please complete your personal profile on Canvas to include your FSU e-mail account. When contacting me via email, please use your FSU webmail account only.

COURSE REQUIREMENTS

Required Readings:

Textbook: Strategic Management, 5th Edition, Frank Rothaermel.

First Day Attendance Verification Assignment: Please make sure you complete it in Canvas. Those who don't complete it will be removed from the roster.

Student Evaluation & Final Grades:

A student's final grade will come from the combination of 3 Exams + 4 Quizzes + 6 Packback Discussions, adding to 400 points, as explained below.

Grade Calculation Method

Grading Policy:

First Exam (Multiple Choice).....	100
Second Exam (Multiple Choice).....	100
Final Exam (Multiple Choice).....	100
Quizzes (4 x 13.75 pts. each)	55
Packback participation (6 x 7.5 pts. Each).....	45
Total*	400

*Total possible points will be 400. **To be fair to everyone, I can't offer rounding up on grades or any extra point-awarding assignments.**

Grading Scale (grading is based on percentage of points possible):

360 - 400	A	280 - 299	C
340 - 359	B+	260 - 279	D+
320 - 339	B	240 - 259	D
300 - 319	C+	Below 239	F

DELIVERY DATES **(PLEASE SYNC WITH YOUR CALENDAR)**

Assignment	Due Dates / Window Dates (in the case of Exams)
Packback Assignments (6 in total) Note: The Packback assignment is to post: 1 question and 2 replies (to other students' posts) each time. Deadlines are bi-weekly (every 14 days)	1. 05/26 (11:59 PM) 2. 06/09 (11:59 PM) 3. 06/23 (11:59 PM) 4. 07/07 (11:59 PM) 5. 07/21 (11:59 PM) 6. 08/04 (11:59 PM)
Quiz #1 (Module 1)	06/09 (11:59 PM)
Quiz #2 (Module 4)	06/09 (11:59 PM)
Quiz #3 (Module 10)	07/07 (11:59 PM)
Quiz #4 (Module 12)	08/02 (11:59 PM)

First Exam (#1)	From 06/03 to 06/09 (11:59 PM) Sunday deadline
Midterm Exam (#2)	From 07/01 to 07/07 (11:59 PM) Sunday deadline
Final Exam (#3)	From 07/29 to 08/02 (11:59 PM) Friday deadline

GRADED ASSIGNMENTS

In the following section, I detail each of the **three** graded assignments:

1) EXAMS (100 Points Each - 300 Points in Total). Proctoring is required for exams.

The exams consist of about 50 multiple-choice questions, ***based on the Lectures and the Textbook. The main source of exam questions is the book. Power point slides will not be enough to approve the exam.*** Questions will also include examples of firms studied in class.

- o **Exam #1** = Chapters 1, 2, 3, 4 and 5 from the Textbook. Window dates for taking this exam: **06/03 to 06/09** (11:59 PM)
- o **Exam #2** = Chapters 6, 7, 8, 9 and 10 from the Textbook. Window dates for taking this exam: **07/01 to 07/07** (11:59 PM)
- o **Exam #3** (Final exam) = Chapters 11 and 12 from the Textbook, and my slides only for Modules 13 and 14 (topics: innovation and power). **The final exam is not cumulative.** Window dates for taking this exam: **07/29 to 08/02** (11:59 PM). This is a Friday deadline since it is final exam week.

IMPORTANT: Please beware that for the first two exams, you have only 4 weeks for 5 chapters, so being on top of things is key for success.

TESTING WITH HONORLOCK

Exams in this course may be taken using Honorlock, an online proctoring service that allows you to take a proctored exam from the comfort of your home. During your exam, you will be monitored and recorded, and a live proctor may appear via webcam if unusual activity is detected. **You will pay Honorlock \$4.45 per exam or \$9.95 per course. The per course payment includes all exams in a single course. Financial aid may be used to cover the cost of proctored testing.** If you are unable to use an online proctoring service to complete your exams, please contact me within the first 2 weeks of the semester.

1. Review and follow all instructions for Using an Online Proctor, paying special attention to technical requirements, procedures for designating a proctor, and fees for testing.
2. Before starting your exam session with Honorlock, make sure you have access to a well-lit, quiet area with a clean workspace. You must be alone in the room when testing.

Please remember: Even in these difficult times, the Academic Honor Policy still applies. Honorlock is recording your exam session and FSU Assessment & Testing proctors are investigating and reporting all potential violations to the instructor and to Academic Affairs for further action. Don't jeopardize your academic standing!

To get started, **you will need Google Chrome** and to download the Honorlock Chrome Extension. You can download the extension at <http://www.honorlock.com/extension/install>. You should also review the information provided in FSU's Honorlock Resources for Students guide. It's very important to check your system compatibility and Internet connection speed in advance as described in the guide.

When you are ready to take your test, log into Canvas, go to your course, and click on your exam. Clicking Launch Proctoring will begin the Honorlock authentication process, where you will take a picture of yourself, show your ID with a clear photo, and perform a complete scan of your room. Be sure to follow all instructions provided for the exam. Honorlock will be recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device.

Good luck! Honorlock support is available 24/7/365. If you encounter any issues, you are strongly urged to contact them by live chat within the Honorlock session.

If you encounter issues with Canvas, visit ODL Technical Support or email canvas@fsu.edu.

TESTING ACCOMMODATIONS FOR A DISABILITY

If you need testing accommodations for a disability, follow instructions on the Testing Center's **Need Accommodations?** page.

2) QUIZZES (13.75 Points each - 55 Points in Total).

There will be **four (4) quizzes** (13.75 points each) throughout the course. Students need to finish each before the corresponding exam.

Proctoring is not required for Quizzes. Everyone has **two tries** for each quiz.

3) PACKBACK PARTICIPATION (45 Points)

Packback Questions

Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Packback Requirements:

Your participation on Packback will count toward **12%** of your overall course grade.

There will be a bi-weekly deadline **Sundays at 11:59PM EST** deadline for submissions. In order to receive full credit, you should submit the following:

- o 1 Question aimed at generating discussion +
- o 2 Responses to other student's questions.

How to Register on Packback:

Note: Only access Packback through Canvas in order to ensure your grades sync properly

1. Click "Packback" within Canvas to access the community.
2. Follow the instructions on your screen to finish your registration.
3. In order for your grade to be visible in Canvas, make sure to only access Packback via Canvas.

Packback may require a paid subscription. Refer to www.packback.co/product/pricing for more information.

How to Get Help from the Packback Team:

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at help.packback.co. If you need more help, contact their customer support team directly at help@packback.co.

For a brief introduction to Packback Questions and why we are using it in class, watch this video: <https://www.youtube.com/watch?v=OV7QmkrD68>

Packback Limited Scholarships:

The cost of Packback is 30 US dollars. If you're experiencing financial hardship, please email me and I'll work to get a scholarship from Packback.

COURSE POLICIES

UNIVERSITY ATTENDANCE POLICY:

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

ACADEMIC HONOR POLICY:

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to "...be honest and truthful and...[to] strive for personal and institutional integrity at Florida State University." (Florida State University Academic Honor Policy, found at <http://fda.fsu.edu/Academics/Academic-Honor-Policy>)

AMERICANS WITH DISABILITIES ACT:

Florida State University (FSU) values diversity and inclusion; we are committed to a climate of mutual respect and full participation. Our goal is to create learning environments that are usable, equitable, inclusive, and welcoming. FSU is committed to providing reasonable accommodations for all persons with disabilities in a manner that is consistent with academic standards of the course while empowering the student to meet integral requirements of the course.

To receive academic accommodations, a student:

- (1) must register with and provide documentation to the Office of Accessibility Services (OAS);
- (2) must provide a letter from OAS to the instructor indicating the need for accommodation and what type; and,
- (3) should communicate with the instructor, as needed, to discuss recommended accommodations. A request for a meeting may be initiated by the student or the instructor.

Please note that instructors are not allowed to provide classroom accommodations to a student until appropriate verification from the Office of Accessibility Services has been provided.

This syllabus and other class materials are available in alternative format upon request.

For more information about services available to FSU students with disabilities, contact the

Office of Accessibility Services

874 Traditions Way

108 Student Services Building

Florida State University

Tallahassee, FL 32306-4167

(850) 644-9566 (voice)

(850) 644-8504 (TDD)

oas@fsu.edu

<https://dsst.fsu.edu/oas>

FREE TUTORING FROM FSU:

On-campus tutoring and writing assistance is available for many courses at Florida State University. For more information, visit the Academic Center for Excellence (ACE) Tutoring Services' comprehensive list of on-campus tutoring options - see <http://ace.fsu.edu/tutoring> or contact tutor@fsu.edu. High-quality tutoring is available by appointment and on a walk-in basis. These services are offered by tutors trained to encourage the highest level of individual academic success while upholding personal academic integrity.

SYLLABUS CHANGE POLICY:

Except for changes that substantially affect implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice.

Schedule MAN 4720 Strategic Management and Business Policy

I. STRATEGY ANALYSIS				
Introduction: Course Overview (Syllabus).				
MODULES	Main Topic	Goals for the Session	Reading Assignments	Required Activity
Module 1	Defining Strategy	What is strategy? How do firms manage stakeholders? Thinking strategically about firms	o <u>Rothaermel (2020). Chapter 1: What is Strategy</u>	Quiz #1 from Porter (1996) and Collis and Rukstad (2008). Due date: 06/09/2024
Module 2	Strategic Leadership	What do strategic leaders do? Vision, Mission, Values What is strategic decision making?	o <u>Chapter 2: Strategic Leadership: Managing the Strategy Process</u>	
Module 3	External Analysis	The PESTEL framework How to assess industry structure? Entry choice and dynamics	o <u>Chapter 3: External Analysis: Industry Structure, Competitive Forces, and Strategic Groups</u> o <u>Optional Read: Porter ME. 2007. Understanding Industry Structure. Harvard Business Review.</u>	
Module 4	Internal Analysis	From external to internal analysis The resource-based view How can you evaluate a value chain?	o <u>Chapter 4: Internal Analysis: Resources, Capabilities, and Core Competencies</u>	Quiz #2 from Collis & Montgomery (2008) and Wessel (2016). Due date: 06/09/2024
Module 5	Competitive Advantage	Developing Business Models that provide Competitive Advantage	o <u>Chapter 5: Competitive Advantage, Firm Performance, and Business Models</u>	
Exam #1 Modules 1 to 5 Window Dates for taking Exam: from June 3 to June 9 (Sunday deadline)				
II. STRATEGY FORMULATION				
Module 6	Differentiation and cost-leadership	Understanding Value and Cost Drivers Differentiation and Cost-Leadership What is a Blue ocean strategy?	o <u>Chapter 6: Business Strategy: Differentiation, Cost Leadership, and Blue Oceans</u>	

Module 7	Innovation	Can Competition be driven by Innovation? Industry life cycle Types of Innovation	o Chapter 7: Business Strategy: Innovation and Entrepreneurship	
Module 8	Diversification	What is Corporate Strategy? Boundaries of the Firm Industry Value Chain and Diversification	o Chapter 8: Corporate Strategy: Vertical Integration and Diversification	
Module 9	Alliances and M&As	How can firms achieve growth? Strategic Alliances and Mergers and Acquisitions	o Chapter 9: Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions	
Module 10	Global Strategy	What is Globalization? When can a firm go global? National Competitive Advantage	o Chapter 10: Global Strategy: Competing Around the World	Quiz #3 from Shih (2020) & Marcus and Korine (2008). Due date: 07/07/2024

Midterm (Exam #2) Modules 6 to 10. Window Dates for taking Exam: from July 1 to July 7 (Sunday deadline)

III. STRATEGY IMPLEMENTATION

Module 11	Organizational Design	Organizational Design and Competitive Advantage Strategy and structure	o Chapter 11: Organizational Design: Structure, Culture, and Control	
Module 12	Corporate Governance	The Shared Value Creation Framework Corporate Governance	o Chapter 12: Corporate Governance and Business Ethics	Quiz #4 from Eccles et al. (2020) & Bower and Paine (2017). Due date: 08/02/2024
Module 13	Leading Strategic Innovation	Managing the art of innovation	o Slides Only (no textbook chapter) o Optional Read: Ridley (2020). <i>How Innovation Works: And Why It Flourishes in Freedom</i> , o Optional Read: Brown T. 2008. Design Thinking. Harvard Business Review.	
Module 14	Implementing Strategy with Power	Using power to achieve goals.	o Slides Only (no textbook chapter) o Optional Read: Pfeffer J. 2010. <i>Power Play</i>	

			o Optional Read: Lingo EL, McGinn KL. 2001. <i>Power and Influence</i>	
FINAL EXAM Modules 11 to 14. Window Dates for taking Exam: from July 29 to August 2 (final exam week, Friday deadline)				

Note: Except for changes that substantially affect the implementation of the evaluation (grading) statement, this syllabus (and schedule) is a guide for the course and may be subject to changes with advance notice. Modifications will be announced in class.