STRATEGIC MANAGEMENT AND BUSINESS POLICY

(MAN 4720)

Herbert Wertheim College of Business, Florida State University

SPRING 2027 – Sections 4 and 5 (In person)

Classroom: Tuesdays and Thursdays (11:35 am-12:50 pm section 4 in WCB G600, and 4:50-6:05 pm section 5 in WCB 2705)

Teaching Faculty: Horacio E. Rousseau, Ph.D., Mary Tilly Bessemer Associate Professor of Business Administration (full bio here, follow me on twitter here)
Office Hours: Are optional, and via Zoom. Tuesdays 10 AM to 11 AM ET (link here). Prior email to set appointment is required.
E-mail Policy: You can reach me at hrousseau@wertheim.fsu.edu

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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 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:

- Understand key concepts and issues in business- and corporate-level strategies.
- Integrate concepts, principles, and skills learned in specialized courses.

- Apply diagnostic and analytical tools to aid in making strategic decisions.
- Recognize and create strategies that build a firm's competitive advantage.
- 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
- Students are expected to attend all class sessions. Classes meet in person, except on April 6 and 8, when we meet online via Zoom (the link will be posted in Canvas). On March 23 and 25, the teaching assistant teaches the class.
- Be sure you keep up to pace with the course material. This involves attending class and reviewing my slides for each module.
- Students are expected to actively participate and get involved in the course via Packback discussions and the Deep Dive essays (more details on this below)
- Late submissions will not be accepted for Packback discussions or the Deep Dives.

Complementary Readings per Module:
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 Sites:
Section 4: https://canvas.fsu.edu/courses/377967
Section 5: https://canvas.fsu.edu/courses/389244

Packback: You will need to participate 8 times in Packback Discussions (each time posting 1 question and 2 responses to other students' posts). This will represent **25% 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:

There is no required textbook. My slides for each module are posted in Canvas.

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 2 Exams + 2 Deep Dives + 8 Packback Discussions, adding to 400 points, as explained below.

Grade Calculation Method

Grading Policy:

First Exam (Multiple Choice).....100
Second Exam (Multiple Choice).....100
Deep Dives (2 x 50 pts. each).....100
Packback participation (8 x 12.5 pts. Each).....100
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 240	F

DELIVERY DATES
(PLEASE SYNC WITH YOUR CALENDAR)

Assignment	**Due Dates / Window Dates (in the case of Exams)**
Packback Assignments (**8 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. **01/24** (11:59 PM) 2. **02/07** (11:59 PM) 3. **02/21** (11:59 PM) 4. **03/07** (11:59 PM) 5. **03/21** (11:59 PM) 6. **04/04** (11:59 PM) 7. **04/18** (11:59 PM) 8. **04/30** (Friday, 11:59 PM)
Deep Dive Part 1 (Diagnostic)	**02/21** (11:59 PM)

Deep Dive Part 2 (Implementation)	**04/25** (11:59 PM)
First Exam (#1)	**From 02/22 to 02/26** (Friday deadline)
Second Exam (#2)	**From 04/26 to 04/30** (Friday deadline)

GRADED ASSIGNMENTS

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

1) EXAMS (100 Points Each – 200 Points in Total). Proctoring is required for exams.

The exams consist of about 50 multiple-choice questions, ***based on my slides.*** Questions will also include examples of firms studied in class. Each exam is a 90-minute Canvas exam, taken at the FSU Testing Center or online with SmarterProctoring.

- **Exam #1** (Midterm) = Modules 1 to 6. Window dates for taking this exam: **Monday, February 22 to Friday, February 26**.
- **Exam #2** = Modules 7 to 12, and my slides for the April 20 capstone on power. **The second exam is not cumulative.** Window dates for taking this exam: **Monday, April 26 to Friday, April 30**.

TESTING AT THE FSU TESTING CENTER OR WITH SMARTERPROCTORING

This course requires you to take your exams in an approved, proctored environment. You can choose between two options for each exam:

1. **FSU Testing Center:** Course exams may be taken at the main campus FSU Testing Center at no cost to FSU students. Review the FSU Testing Center website (https://testing.fsu.edu) and follow all applicable instructions before making an exam appointment. Appointments open 2 to 4 weeks before each exam and fill quickly.
2. **SmarterProctoring:** Course exams may be taken online with SmarterProctoring, the university's online proctoring service. You will be monitored and recorded during your exam. You will pay SmarterProctoring between $13 and $29 per exam, depending on its length. Financial aid may be used to cover the cost of proctored testing. Schedule your appointment at least two weeks before the exam (four weeks before the Second Exam, since it falls in finals week), and test alone in a quiet, well-lit room. Instructions are at https://testing.fsu.edu/smarterproctoring.

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.

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) DEEP DIVES (100 Points)

The Deep Dive has two parts, each written in Packback and worth 50 points:

- Part 1, Diagnostic: due **Sunday, February 21** (11:59 PM ET)
- Part 2, Implementation: due **Sunday, April 25** (11:59 PM ET)

Instructions and the grading rubric will be posted in Packback and Canvas. You will analyze one firm of your choice from the S&P Composite 1500 in both parts.

3) PACKBACK PARTICIPATION (100 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 **25%** of your overall course grade.

There will be a bi-weekly deadline **Sundays at 11:59PM ET** for submissions (the last one is due Friday, April 30). In order to receive full credit, you should submit the following:

- 1 Question aimed at generating discussion +
- 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.

This course participates in the Follett Access program for Packback. You are automatically enrolled and will be charged through your myFSU account. If you would like to opt out or opt back in, visit the Follett Access Portal (https://accessportal.follett.com/1611) before the tuition and fees due date. For questions, contact follettaccess@fsu.edu.

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=OV7QmikrD68

Packback Limited Scholarships:

If you're experiencing financial hardship, please email me and I'll work to get a scholarship from Packback.

GENERAL 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 written 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 https://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/academic-honor-policy)

USE OF ARTIFICIAL INTELLIGENCE:

This course encourages the responsible and ethical use of generative AI tools to support your learning for specific assignments. Read instructions for each assignment carefully as AI use guidelines may vary depending on the assignment. If you are uncertain if an application of AI is appropriate, be sure to ask.

AMERICANS WITH DISABILITIES ACT:

FSU is committed to providing reasonable accommodation for all persons with disabilities in a manner that is consistent with the academic standards of the course while empowering the student to meet the integral requirements of the course.

Students with disabilities needing academic accommodation should:

(1) register with and provide documentation to the Office of Accessibility Services;
(2) request a letter from the Office of Accessibility Services to be sent to the instructor indicating the need for accommodation and what type; and
(3) meet (in person, via phone, email, zoom, etc.) with each instructor to whom a letter of accommodation was sent to review approved accommodations.

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 an alternative format upon request.

For the latest version of this statement and more information about services available to FSU students with disabilities, contact the following:

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. A comprehensive list of on-campus tutoring options is available at tutoring.fsu.edu (https://tutoring.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.

ACADEMIC SUCCESS

Your academic success is a top priority for Florida State University. University resources to help you succeed include tutoring centers, computer labs, counseling and health services, and services for designated groups, such as veterans and students with disabilities. The following information is not exhaustive, so please check with your advisor or the Department of Student Support and Transitions

to learn more.

Confidential campus resources

Various centers and programs are available to assist students with navigating stressors that might impact academic success. These include the following:

Victim Advocate Program
University Center A, Room 4100
(850) 644-7161, Available 24/7/365,
Office Hours: M-F 8-5
https://dsst.fsu.edu/vap

Counseling and Psychological Services (CAPS)

Florida State University's Counseling and Psychological Services (CAPS) primary mission is to address psychological needs and personal concerns, which may interfere with students' academic progress, social development, and emotional well-being. The following in-person and virtual (tele-mental health) services are available to all enrolled students residing in the state of Florida:

1. Individual therapy
2. Group therapy
3. Crisis Intervention
4. Psychoeducational and outreach programming
5. After hours crisis-hotline
6. Access to community providers for specialized treatment

Call 850-644-TALK (8255) for more information on how to initiate services.
Counseling and Psychological Services
250 Askew Student Life Center
942 Learning Way
Phone: (850) 644-TALK (8255)
Web: https://counseling.fsu.edu/
Walk-in and Appointment Hours: 8 am - 4 pm, Monday-Friday

The mission of University Health Services (UHS) is to promote and improve the overall health and well-being of FSU students. UHS provides a coordinated continuum of care through prevention, intervention, and treatment. Services include general medical care, priority care, gynecological services, physicals, allergy injection clinic, immunizations, diagnostic imaging, physical therapy, and a medical response unit. The Center for Health Advocacy and Wellness (CHAW) assists students in their academic success through individual, group, and population-based health and wellness initiatives. Topics include wellness, alcohol and other drugs, hazing prevention, nutrition and body image, sexual health, and power based personal violence prevention. For more information, go to uhs.fsu.edu.

Services at UHS are available to all enrolled students residing in Florida:

University Health Services
Health and Wellness Center
960 Learning Way
Tallahassee, FL 32306
Phone: (850) 644-6230
Web: https://uhs.fsu.edu/
Hours: 8 am - 4 pm, Monday-Friday

Schedule MAN 4720 Strategic Management and Business Policy

I. STRATEGY ANALYSIS					
Introduction: Course Overview (Syllabus). **Thursday 01/07**					
MODULES	**Main Topic**	**Goals for the Session**	**Reading Assignments**	**Format**	**Required Activity**
Module 1 01/12 & 01/14	Defining Strategy	What is strategy? How do firms manage stakeholders? Thinking strategically about firms	o **Slides**: What is Strategy o Complementary Read: Porter ME. 1996. What is strategy? *Harvard Business Review.* o Complementary Read: Collis DJ, Rukstad MG. 2008. Can you say what your strategy is? *Harvard Business Review.*	**In person**	
Module 2 01/19 & 01/21	Strategic Leadership	What do strategic leaders do? Vision, Mission, Values What is strategic decision making?	o **Slides**: Strategic Leadership: Managing the Strategy Process	**In person**	
Module 3 01/26 & 01/28	External Analysis	The PESTEL framework How to assess industry structure? Entry choice and dynamics	o **Slides**: External Analysis: Industry Structure, Competitive Forces, and Strategic Groups o Complementary Read: Porter ME. 2007. Understanding Industry Structure. *Harvard Business School.*	**In person**	
Module 4 02/02 & 02/04	Internal Analysis	From external to internal analysis The resource-based view How can you evaluate a value chain?	o **Slides**: Internal Analysis: Resources, Capabilities, and Core Competencies o Complementary Read: Collis DJ, Montgomery CA. 2008. Competing on resources. *Harvard Business Review.* o Complementary Read: Wessel M. 2016. How big data is changing disruptive innovation. *Harvard Business Review.*	**In person**	
Module 5 02/09 & 02/11	Competitive Advantage	Developing Business Models that provide Competitive Advantage	o **Slides**: Competitive Advantage, Firm Performance, and Business Models	**In person**	
II. STRATEGY FORMULATION					
Module 6 02/16 & 02/18	Differentiation and cost-leadership	Understanding Value and Cost Drivers Differentiation and Cost-Leadership What is a Blue ocean strategy?	o **Slides**: Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	**In person**	Deep Dive Part 1 (Diagnostic). **Due date:** 02/21
Exam #1 Modules 1 to 6 Window Dates for taking Exam: from 02/22 to 02/26 (Friday deadline). No class on 02/23 and 02/25.					

Module 7 03/02 & 03/04	Innovation	Can Competition be driven by Innovation? Industry life cycle Types of Innovation	o **Slides**: Business Strategy: Innovation and Entrepreneurship	**In person**	
Module 8 03/09 & 03/11	Diversification	What is Corporate Strategy? Boundaries of the Firm Industry Value Chain and Diversification	o **Slides**: Corporate Strategy: Vertical Integration and Diversification	**In person**	
Spring Break: 03/15 to 03/19 (no classes)					
Module 9 03/23 & 03/25	Alliances and M&As	How can firms achieve growth? Strategic Alliances and Mergers and Acquisitions	o **Slides**: Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions	**In person, taught by the teaching assistant**	
Module 10 03/30 & 04/01	Global Strategy	What is Globalization? When can a firm go global? National Competitive Advantage	o **Slides**: Global Strategy: Competing Around the World o Complementary Read: Shih WC. 2020. Global supply chains in a post-pandemic world. *Harvard Business Review.* o Complementary Read: Alexander M, Korine H. 2008. When you shouldn't go global. *Harvard Business Review.*	**In person**	
III. STRATEGY IMPLEMENTATION					
Module 11 04/06 & 04/08	Organizational Design	Organizational Design and Competitive Advantage Strategy and structure	o **Slides**: Organizational Design: Structure, Culture, and Control	**Online (Zoom)**	
Module 12 04/13 & 04/15	Corporate Governance	The Shared Value Creation Framework Corporate Governance	o **Slides**: Corporate Governance and Business Ethics o Complementary Read: Eccles RG, Johnstone-Louis M, Mayer C, Stroehle JC. 2020. The board's role in sustainability. *Harvard Business Review.* o Complementary Read: Bower JL, Paine LS. 2017. The error at the heart of corporate leadership. *Harvard Business Review.*	**In person**	

Capstone 04/20	Implementing Strategy with Power	Using power to achieve goals.	o **Slides** o Complementary Read: Pfeffer J. 2010. *Power Play* o Complementary Read: Lingo EL, McGinn KL. 2001. *Power and Influence*	**In person**	Deep Dive Part 2 (Implementation). **Due date:** 04/25
Thursday 04/22: No class (exam preparation)					
Exam #2 Modules 7 to 12 and the capstone. Window Dates for taking Exam: from 04/26 to 04/30 (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 and in Canvas.