



TROY UNIVERSITY ATLANTIC REGION  
COURSE SYLLABUS  
**MBA 6611 – Business Strategy**  
Term 5 AY 07-08  
Term Dates: May 27 – July 27

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### **INSTRUCTOR/PROFESSOR**

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### **MEETING LOCATION, DATES & TIMES:**

This course will meet at Fort Monroe Fort Monroe Education Center, 60 Ingalls Road, Bldg. 82, Craven Health and Dental Clinic, 2<sup>nd</sup> Floor Room, Room 257 (unless otherwise directed) . The course hours are on Mondays from 5:15 p.m. – 10:15 p.m. Blackboard software will be used to support the course.

### **CONSULTATION HOURS:**

You can contact me during my office hours on Mondays between 3:00pm – 5:00 pm at the Fort Monroe Education Center, 60 Ingalls Road, Bldg. 82, Craven Health and Dental Clinic, 2<sup>nd</sup> Floor or on Thursdays at the Norfolk Regional Office from 10:00am – 6:00pm at phone number (757) 650-1275, or by e-mail anytime at: sasledge@troy.edu. Please add MBA 6611 to the email subject line. If you wish to see me in person, please call for an appointment. E-mail is the preferred contact method.

### **Prerequisites**

Completion of a minimum of 24 GSH in the MBA program with a B average or better, including ACT 6691, MBA 6651, MBA 6631, MBA 6661, and MBA 6642, or program director approval. Students should be in the last term of their program when completing this course.

### **Description**

This course is the capstone course in the MBA program. It integrates the skills and knowledge developed in earlier courses and emphasizes case analysis. Formulation and implementation of strategies are stressed. The course includes an end-of-course comprehensive examination. A grade of “B” or better is required to complete this course

successfully. The course may not be transferred into the MBA program. Prerequisites: Completion of a minimum of 24 semester hours in the MBA program, with a “B” average or better, including the following courses: ACT 6691, MBA 6651, MBA 6631, MBA 6661 and MBA 6642; or approval of the department chair. Students should be in the last term of their program when completing this course.

### **Objectives**

On completion of the course, the student should be able to:

1. Describe the strategic-management process, citing appropriate theories and research, and specifically including strategy formulation, implementation, and evaluation.
2. Identify and critically evaluate mission statements, strategic objectives, and organization-level strategies.
3. Identify and justify company strengths, weaknesses, opportunities, and threats.
4. List and describe the major competitive challenges facing organizations today.
5. Apply industry competitive analysis and company situational analysis to a manufacturing or service industry case study scenario to craft a strategic plan that optimizes the conditions for sustainable competitive advantage, correctly using quantitative tools, matrices, and models.
6. Apply management, marketing, finance, and information strategies to business objectives in an apt scenario, effectively bridging the gap between theory and practice.

### **Purpose**

To examine how and why a well conceived and well executed strategy enhances a company’s long-term performance, to integrate the knowledge gained in the core curriculum, and to enable the application of the strategic-management process in actual business settings. The course centers on the theme that a company achieves sustained success if and only if its leadership can implement proficiently an astute, time-strategic game plan for running the company. MBA capstone. It adheres closely to the capstone examination preparation guidelines prepared for the MBA program.

### **WEBSITE:**

A Blackboard site has been created to help manage class activities and to promote interaction among students. Blackboard will be used to provide items such as announcements, the syllabus, lecture handouts, paper/project requirements, and interactive forums for discussions.

**ENTRANCE COMPETENCIES:** Students will be expected to be proficient in critical thinking and critical writing, formatting papers in APA style, the use of the internet, email, MS Word, MS PowerPoint, and in conducting research through the Troy University Remote Library.

### **COURSE TECHNOLOGY:**

**Email:** All official University communications with TROY students will be sent through the Trojan (TROY) e-mail address assigned to them. All official information, including but not limited to student billing, faculty-student communications, registration changes, and financial aid information, sent to students' assigned Trojan e-mail addresses will constitute official notice. The University accepts no responsibility for any forwarding of e-mail that students may choose to undertake from their official Trojan email accounts. The University is only responsible for ensuring that official email is sent out to those student email accounts that are maintained by the University. All students are responsible for monitoring their Trojan email accounts frequently. Students can access their email by visiting [www.troy.edu](http://www.troy.edu) and selecting the Trojan E-Mail link.

**Internet Access:** Students will require access to BlackBoard and Trojan Web Express via the Troy University web site. For students that do not have an internet service provider, we recommend that one of the free Web based email accounts offered by firms such as Yahoo or MSN (hotmail) be utilized. Local and military libraries offer internet access for Troy University students.

### **ASSIGNMENT OF GRADES:**

Grades for the semester will be based on the following criteria:

--Class Preparation and Participation*	10%
--Group Case Presentations – 2 cases, 20% for each case	40%
--Peer Evaluation and Group Participation*	10%
--Current Events Article Presentation	10%
--Major Field Test	10%
--Final Exam	20%
-- Total	100%

Final letter grades are then calculated on the following basis:

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	<60%

### **METHOD OF EVALUATION:**

Class participation accounts for 10% of your final grade. Class participation does not merely mean just occupying a seat, it means actively contributing to class discussion. If you are not in class, you cannot participate. Therefore class absences, late arrivals, or early departures will adversely affect your class participation grade. If you are TDY or out of town on business you may receive an excused absence by providing me with a copy of your orders or letter from your company stating the reason for your absence.

Anyone who expects to miss the first class or more than two classes should NOT register for this class.

Cases will be done in groups of 3-4 students. Students will self select into their groups. Each member of the group is expected to participate in the preparation and presentation of each case. Cases will be presented orally to the class, as per the schedule we set on the first night of class. A written report is due prior to the oral presentation. The written report must be complete, including all points presented orally and everything for which you want to receive credit. The group case analysis will be modeled after the case analysis method presented in our textbook. Papers must be typed – aim for a professional look. Grammar and spelling are considered in the grading process, so take advantage of programs such as Spellcheck and proofreading prior to turning in your work. Since this is the MBA capstone course, remember to incorporate concepts and theories from your previous business courses into your analysis. Identification of each member's contribution should be explicitly indicated in your written report. Usually all members of the group receive the same grade on the case analysis. However, if there are obvious discrepancies in terms of contributions or quality of submissions, individual grades may be given. Case analyses are to be the work of the group that is presenting the case. Using other students' work is considered plagiarism and is a violation of the Troy University Code of Conduct. Anyone found plagiarizing other students' work or anyone else's work will AT A MINIMUM receive a 0% on the assignment.

\*Each member of each group will evaluate the participation and contribution of each other group member. This part of your grade is intended to encourage equal participation by all group members.

#### **LEARNER ENGAGEMENT:**

This course will meet face-to-face for 9 weeks. Most of our learning activities will occur in class. However, a Blackboard website will be used to enhance student learning and instructor-student communication as well as student-student communication. Discussion boards and group discussions will facilitate this communication. Email will be used as well. Pertinent websites will be sources of information for the class. We will use other features of Blackboard as the need arises. If you have other suggestions about how to maximize learning, please let me know. I want you to get the most that you can out of this course.

#### **ATTENDANCE POLICY:**

Attendance is mandatory. No automatic cuts are authorized. Excessive absences will be reported to appropriate VA and military officials. Arrangements for excused absences must be made PRIOR to the absence.

#### **MAKE-UP WORK POLICY:**

All classes missed must be made up, regardless of whether the absences were excused or unexcused. Make-up assignments will be given by the instructor on an individual basis.

#### **REQUIRED TEXTBOOK(S) AND/OR OTHER MATERIALS:**

Required Text: Strategic Management: Concepts and Cases (2009) by Fred R. David, (12<sup>th</sup> ed.), Pearson/Prentice Hall: Upper Saddle River, New Jersey. ISBN 13: 978-0-13-601570-3. ISBN 10: 0-13-601570-0

Recommended reference (APA manual): *American Psychological Association (2001). Publication Manual of the American Psychological Association (5th ed.)* Englewood Cliffs, NJ: Merrill.

Research as necessary to complete required assignments. All references and papers should follow the APA 5th edition format.

### **Current Events Article Presentation:**

You are to find a current event article/articles (500 word minimum) related to a Strategic Management topic to share with the class. If you choose 2 articles, they should be related to the same topic. Be sure to pay attention to the articles presented so we do not have any duplicates. Please let me know one week before your present what your topic will be. Some good sources for finding articles include publications such as *Business Week*, *The Wall Street Journal*, *Fortune*, *Time*, *Forbes*, *Money*, *The Washington Post*, *The Economist*, or business-oriented websites such as *cnn.com*, and *cnn.com*. Use a national or international source, rather than a local source such as the *Daily Press* or *Virginian Pilot*. Find an article that contains strategic content and plan to share it with the class in a 10 minute presentation. We will have time for audience questions and answers afterwards. No visual aids are required. **Turn in the article(s) and an outline of your talk.** Use the Strategies for Your Arsenal document to prepare your presentation. When you prepare your remarks, keep the following points in mind. 1. Identify the organization and the motivation behind the strategy/proposed strategy 2. Identify the strategy or strategies in the article 3. Identify the objectives the strategy is expected to achieve 4. Identify any caveats or obstacles that might prevent the strategy from being effective 5. In your opinion, how likely is the company or organization to be successful with this strategy? 6. Make any suggestions you might have regarding the strategy/proposed strategy.

### **STANDARD UNIVERSITY POLICIES**

#### **INCOMPLETES**

A grade of "I" is not automatically assigned, but rather must be requested by the student by submitting to the instructor the Petition for and Work to Remove an Incomplete Grade form. An "I" can never be used in lieu of an "F" nor can an "I" be assigned because of excessive absences, with the exception that the student will make up the work by repeating all or part of the class in some subsequent term. No "Incomplete" may exceed nine weeks from the date it is assigned. Failure to clear the incomplete within the specified time period will result in the assignment of a grade of "F" for the course.

#### **AMERICANS WITH DISABILITIES ACT (ADA):**

Troy University supports Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, which insure that postsecondary students with disabilities have equal access to all academic programs, physical access to all buildings, facilities and events, and are not discriminated against on the basis of disability. Eligible students, with appropriate documentation, will be provided equal opportunity to

demonstrate their academic skills and potential through the provision of academic adaptations and reasonable accommodations. Further information, including appropriate contact information, can be found at the following link:  
<http://www.troy.edu/humanresources/ADAPolicy2003.htm>

Students who have or may be dealing with a disability or learning difficulty should speak with the Office of Student Services, 757-274-0511 as soon as possible in order to ensure eligibility under the ADA.

### **STUDENT ORIENTATION AND COURSE PRE-REQUISITE SKILL REQUIREMENTS:**

1. New students are required to complete an "in person" orientation with a site representative prior to enrolling. The "on-line" orientation session found at <http://ar.troy.edu/studentorientation/index.html> is the next step in the Troy University –Atlantic Region orientation process. It reinforces the discussions with the site representative and provides new students with all of the essential information to succeed in graduate education.
2. All students should ensure that they have developed certain pre-requisite skills prior to beginning courses. These skills include demonstrating writing proficiency in term papers, preparing PowerPoint slides for class presentations, using SPSS and Excel for statistical analysis, and conducting academic research through the Troy University library system. The links at the bottom of the Atlantic Region New Student Orientation page contain tutorials in each of these skills areas that will assist students in developing the skills required for graduate course work.

### **STANDARDS OF CONDUCT:**

By their enrollment, students are responsible for following the “Standards of Conduct” as they apply in the Troy University Atlantic Region. Students may be disciplined up to and including suspension and expulsion for the commission of offenses in described on page 22 of the 2007-2008 Graduate Catalog. As a reminder to graduate students, the “Standards of Conduct” regards dishonesty as an offense, which includes cheating and plagiarism. Students should carefully study the definitions of cheating and plagiarism:

#### 1. Cheating includes:

- a) Copying, or relying upon, another student’s answers or submitting another student’s work as one’s own or submitting as new work assignments previously completed for another class, while completing any class assignment, study group assignment, or during in-class or take-home examinations.
- b) Providing one’s own answers to another student while completing any class assignment, study group assignment (except where approved by the instructor due to the nature of the assignment itself), or during in-class or take-home examinations.
- c) Using notes, books, or any other unauthorized aids during an examination; or holding an unauthorized discussion of answers during in-class examinations.

2. Plagiarism is submitting a paper, other required student course requirement in which the language, ideas, or thoughts are identical to published or unpublished material from another source, including material found on the Internet, without correctly giving credit to

that source. A good rule of thumb for correctly crediting a source is found in the citation below:

"Quotation marks should be used to indicate the exact words of another. Summarizing a passage or rearranging the order of a sentence and changing some of the words is paraphrasing. Each time a source is paraphrased a credit for the source needs to be included in the text. ... The key element of this principle is that an author does not present the work of another as if it were his or her own work. This can extend to ideas as well as written words." (*Publication Manual of the American Psychological Association*, 2001, p.349)

While computers and the Internet allow students to cut and paste work from other material, new software is making it easier for universities detect plagiarism. Instructors may screen electronic versions of student assignments using the detection software. To avoid the pitfalls of plagiarism, students are strongly encouraged to review information on it available through Troy University Writing Center resources (<http://troy.troy.edu/writingcenter/index.html> )

## **LIBRARY SERVICES INFORMATION**

For online journals and eBooks, follow the "Library" links from the Troy University homepage or the Atlantic Region homepage. Choose "Databases (book & journal) on the University College Library Services page. From the Troy University Libraries Online Resources page, use the pull down menu in the center of the page for A-Z or subject listings of databases.

Once you click on one of the database links, you'll be asked to login with your Trojan email account ID and password. Your email address is the same as your Trojan Web Express ID. If you do not know your Trojan Web Express ID, follow this link: [http://it.troy.edu/email/user\\_id\\_help.html](http://it.troy.edu/email/user_id_help.html) To request to have your email password reset, follow this link <http://it.troy.edu/email/index.html>

Susan W. Cornett  
Atlantic Region Librarian  
Troy University  
Bateman Library  
42 Ash Avenue  
Langley Air Force Base, VA 23665  
swcornett@troy.edu  
757-865-7880 (voice mail)  
757-865-3295 (fax)  
888-241-0277 (toll free)

Live Chat, an instant messaging service, for online assistance from the TROY Libraries, is available 24 hrs a day, 7 days a week. There is a link to that service on the University College Library Services Web page, <http://uclibrary.troy.edu>

The Troy University Atlantic Region Library is located at Herbert H. Bateman Memorial Library, 42 Ash Ave., Langley Air Force Base, VA 23665

Telephone: Circulation Desk: (757) 764-2906; DSN: (88) 574-2906

Hours: Monday - Thursday 10:00 a.m. to 8:00 p.m.; Friday - Sunday noon to 5:00 p.m.;  
Holidays Closed

## **SCHEDULE OF READINGS AND ASSIGNMENTS:**

### **June 2 -**

Topics: Introduction to the course and the Comprehensive Exam process, The Nature of Strategic Management, The Business Vision and Mission, Review of Syllabus, How to Prepare and Present a Case Analysis.

Readings: David: Chapters 1, 2, Part 5: How to Prepare and Present a Case Analysis (Concepts part of the book: pp. 320-331)

Activities: Class Member Introductions, Group Formation and Group Case Assignments (Cases are in the David book), Case presentation dates and Article presentation dates scheduled

### **June 9 -**

Topics: The External Assessment and the Internal Assessment, How to Prepare and Present a Case Analysis (Concepts part of the book: pp. 320-331)

Readings: Chapters 3, 4, Part 5

Activities: Dr. Sledge will present Case 5, Coca Cola Company, in the back of the David book using in the format to be used for all cases; Current Events Article presentations

### **June 16 -**

Topics: Strategies in Action, Strategy Analysis and Choice

Readings: Chapters 5, 6

Activities: Dr. Sledge will present Case 21, McDonald's Corporation, in the back of the David book using the format to be used for all cases; Current Events Article presentations

### **June 23 -**

Topics: Implementing Strategies: Management and Operations Issues

Readings: Chapter 7

Activities: Group Case Presentations as assigned, Current Events Article presentations

### **June 30 -**

Topics: Implementing Strategies: Marketing, Finance/Accounting, Research & Development, and Management Information Systems Issues

Readings: Chapter 8

Activities: Group Case Presentations as assigned, Current Events Article presentations

### **July 7 -**

Topics: Strategy Review, Evaluation and Control, Continuation of Previous Discussions

Readings: Chapter 9 and others as assigned

Activities: Group Case Presentations as assigned, Current Events Article Presentations

### **July 14 - \*\*\* Unless otherwise noted, this session will take place in the computer lab at the Troy University Norfolk Regional Office \*\*\***

Topics: Major Field Test for MBA (MFT) – Multiple Choice Format 3 Hour Exam -

Readings: Finish assigned readings

Activities: Review for Final Exam, Group Peer Evaluation Form Due

**July 21 -**

Topics: Final Exam: In class case analysis (4 Hour Exam)

Readings: Finish assigned readings

Activities: Course wrap-up

Note: The syllabus is subject to change as needed. Changes will be announced in class in advance. Please contact the instructor if you have any questions about the syllabus.

A Final Note: Strategic Management is one of the most interesting courses in the MBA curriculum and one that I hope you will enjoy studying. I look forward to working with each of you and I want you to get the most that you can out of the class. To that end, please stay in touch with me and let me know if you have any questions or comments as we move through the course. With good communication, we can maximize the learning experience for everyone involved.