

## STRATEGIC MANAGEMENT (MGT 745) SYLLABUS – Spring 2017

Professor: Dr. Fred R. David  
Office: 261 Founders Hall  
Office Hours: 9 to 11 am & 2 to 3 pm on Tuesday and Thursday  
By Appointment on Wednesday  
Phone: 661-1431 (Office); 661-1419 (Sec.); 661-1432 (fax)  
910-612-5343 (cell)  
E-Mail: freddavid9@gmail.com

### I. About The Professor

Fred R. David is coauthor of *Strategic Management: Concepts and Cases* (16<sup>th</sup>. ed), a mainstream strategic management textbook widely used around the world and published in many languages, including Chinese, Japanese, Farsi, Spanish, Indonesian, Indian, Vietnamese, and Arabic. That textbook has led the field of strategic management for more than two decades in providing an applications, practitioner-approach to the discipline. Dr. David has published over 100 journal articles and cases in outlets such as *Academy of Management Review*, *Academy of Management Executive*, *Journal of Applied Psychology*, *Long Range Planning*, *Business Horizons*, *Journal of Business Strategy*, and *Advanced Management Journal*. The TranSouth Professor of Strategic Planning at Francis Marion University (FMU), Dr. David actively assists businesses globally in doing strategic planning. (See [www.strategyclub.com](http://www.strategyclub.com)).



### II. Catalog Course Description:

This course integrates knowledge from all functional areas of business including managerial economics, management science, management, marketing, finance, accounting, and MIS. Special topics include application of organizational structure, projected financial statements, advertising, EPS-EBIT analysis, cash value of the firm analysis, vision and mission statements, BCG and SWOT matrices, etc.

The course teaches students how to formulate and implement an effective strategic plan for any type of organization. A strategic plan for a business is much like a “game plan” for a football team in that an effective plan is oftentimes the key difference between winning or losing, between being profitable or unprofitable.

### III. Required Background or Experience:

Prerequisites: Nearing completion of FMU MBA Program

### IV. School of Business Vision and Mission

#### Existing Vision Statement

The School of Business at Francis Marion University strives to provide the highest quality baccalaureate and master's degree business programs offered at a small comprehensive university in the southeastern United States.

#### Existing Mission Statement

Accredited at both the graduate and undergraduate levels, the School of Business at Francis Marion University has a mission to teaching, research, and service. Nearly our entire faculty holds a doctorate in the area in which they teach. Our small classroom environment promotes interaction among students and faculty. We teach students to think logically, communicate effectively, develop an understanding and appreciation of the global business environment, and be guided by high ethical standards. Our students develop conceptual and analytical skills needed to be successful leaders in both private and public institutions. Our internship program and placement efforts actively assist students in finding meaningful jobs. Our faculty conducts research and service activities that enhance the region's economic and industrial development. Most of our undergraduate students major in management, marketing, accounting, finance, business economics, management information systems, or general business and earn a Bachelor of Business Administration degree. Other School of Business students major in economics or computer science and receive a Bachelor of Arts or Bachelor of Science degree. Our graduate students receive a Master of Business Administration (MBA) degree and may become certified in Health Management. The School of Business seeks students locally and globally of all ages and ethnic backgrounds and serves them in a friendly, considerate manner.

### V. Course Objectives:

To provide students with the concepts and techniques used by organizations in doing strategic planning. To make sure students have excellent skills related to business ethics, international management, creativity, and applying analytical tools.

To provide students the opportunity to apply functional business tools and techniques, in conjunction with the strategic planning concepts, to a variety of organizational settings.

To provide students with the opportunity to present cases in front of the class, field questions appropriately, and practice oral and written communication skills.

### VI. Required Text:

Text: *Strategic Management Concepts*, 16th Edition, by David & David, published by Pearson, 2017, the paperback is recommended; no need to get the hardback; the e-book will be fine if you prefer. The ISBN to use to order: ISBN 0134153979 / 9780134153971.

### VII. Method of Evaluating Outcomes:

Attend Initial Class on January 14 – Attendance Grade	05%
Test 1 – First submission of project (Chap 1 to 6) on February 16	28%
Test 2 – Second submission of project (Chap 1 to 11) on April 13	28%
Test 3 - Final Submission of Project on April 27	28%
Present Project to the Class on April 29 – Delivery Grade	11%
TOTAL	100%

## VIII. Course Description:

Strategic Management (MGT 745) is the capstone, integrative course for graduating MBA students. This course focuses on how firms formulate, implement, and evaluate strategies. Strategic-management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic-management techniques learned, to chart the future direction of different organizations. The major responsibility of students in this course is to learn and apply current strategic planning tools, techniques, and concepts.

MGT 745 is an online course with two physical in-class, Saturday meetings. In addition, Dr. David is online 6 to 9 pm with students on Thursday evenings. For test 1, test 2, and test 3, email Dr. David your project so he can grade your progress to date, and provide you written feedback regarding the correct inclusion/application of chapter tools/concepts/techniques. The expectation for Test 1 is the pptx or docx of your project will include all analyses in Chapter 1 to 6 applied correctly to your project company. For Test 1, include your vision/mission, IFE Matrix, EFE Matrix, CPM, SWOT Matrix, BCG Matrix, IE Matrix, SPACE Matrix, and QSPM. The expectation for Test 2 is that your project will include all analyses in Chapter 1 to 11 applied correctly in your project, especially organizational structure, perceptual maps, recommendations with costs, eps-ebit analysis, projected financial statements, and projected financial ratios. The expectation for Test 3 is for your project to be complete and fully correct, including all the above analyses applied correctly in your project.

Regarding your project delivery/presentation, tell exactly when, how, where, and why your recommendations are appropriate! Delivery includes whether your presentation is interesting, informative, lively, special, upbeat, and clear. For example, were your slides readable from the back of the class? Did you use color to highlight points? Were your voice tone, eye contact, posture, and appearance good? **DO NOT READ ANY PART OF THE PRESENTATION.** Minimize your uhm's.

**SPECIAL ASPECT OF THIS CLASS:** If you make an A in this class, Dr. David is going to certify you at the end of this semester as a strategic planner and you may put this on your resume; Dr. David will give you (at end of semester) a framed certificate saying that you are a **CERTIFIED STRATEGIC PLANNER**. You may then use this certification for job hunting and career advancement.

## IX. Course Guidelines:

**AUTHOR WEBSITE** – Go to **www.strategyclub.com** and review all materials there, especially the videos, template, sample case analyses, and relevant links.

### TWO MANDATORY PHYSICAL CLASS MEETINGS ON SATURDAY

Saturday, January 16 - Intro and Overview of the Course; Obtain case company; listen to lecture.

Saturday, April 29 – Presentation Day. Also on this day, Dr. David will Award Strategic Planning Certificates. Your delivery grade includes whether your case presentation was interesting, lively, special, upbeat, and clear. Did you use state-of-the-art presentation technology? Were your visual aids readable from the back of the class? Did you use color to highlight points? Were your voice tone, eye contact, posture, and appearance good? Were transparencies, handouts, slides, the blackboard, or flip charts used to make your oral presentation as interesting and informative as possible?

### ONLINE CLASSES

On Thursday evenings from 6 to 9 pm, Dr. David will be online available to answer any question from any student about any issue in any chapter of the text. These will be one-on-one email exchanges between Dr. David and the student(s), rather than group simulated class settings on blackboard. There is no requirement for any student to participate in any Thursday evening session, but do so if you are having any trouble with any concept in any chapter as applied to your case company.

### PROJECT

The final project due date (Test 3) is April 27 at 12 noon. Select one of the following companies and develop a clear, three-year strategic plan for that firm, inclusive of the following items: Vision Statement, Mission Statement (label the 9 components), EFEM (include 20 factors), CPM (include 10 factors),

Financial Ratio Analysis, IFEM (include 20 factors), SWOT (include 4 strategies in each of the 4 strategy quadrants), BCG (do by-product), SPACE (include 4 factors for each of the 4 axes), IE Matrix (do by-region), Grand Matrix, QSPM (include 2 strategies, Org. Chart (show a before and after), Perceptual Map (include 4 rival firms), Value of Firm Analysis, Recommendations Page (include 10 recommendations with costs of each and sum up the \$ needed), EPS-EBIT Analysis (do for a 50-50 and a 20-80 split revealing where best to obtain the \$ needed)), Projected Financial Statements (show three years projected 2016, 2017, 2018 inc. statement and balance sheets based on what your recommendations will produce). Choose one of the following companies for your project:

Pfizer  
Las Vegas Sands  
Tootsie Roll Industries  
Caesars Entertainment  
PedMed Express  
Choice Hotels International  
Expedia  
Coty Inc.  
Ford Motor  
GE  
Boeing  
Ross Stores  
Sherwin Williams  
Norfolk Southern  
Advance Auto Parts  
Mastercard  
Corning  
Dean Foods  
IBM  
Yum Brands  
Campbell Soup  
Waste Management  
Kohl's  
Cummins  
Monsanto  
Office Depot  
Fluor  
Nucor  
Gap  
Dollar Tree  
Whole Foods Market  
MetLife  
Lowe's  
TJX  
Macy's  
Rite Aide  
McDonald's  
Raytheon  
Alcoa  
Staples  
Whirlpool  
Dollar General  
Disney  
Sysco  
Lockheed Martin  
Coca-Cola  
Delta Air Lines

Nationwide  
 Merck  
 American Express  
 GE  
 Pfizer  
 Twitter  
 Caesars Entertainment  
 MGM Resorts  
 Tableau Software  
 Darden Restaurants  
 Hibbett Sports  
 Blue Nile  
 Allstate Corporation  
 American Express  
 Cisco  
 General Mills  
 Nordstrom  
 Tupperware Brands  
 Five Guys Burgers and Fries  
 Costco Wholesale  
 Uber  
 Regal Entertainment  
 Carmike Cinemas  
 ULTA Salon, Cosmetics & Fragrance  
 Chipotle Mexican Grill  
 Cracker Barrel Old Country Store  
 Walgreens Boots Alliance  
 Diageo plc  
 Winnebago Industries  
 J&J  
 Peace Corps ([www.peacecorps.gov](http://www.peacecorps.gov))  
 Ducks Unlimited ([www.ducks.org](http://www.ducks.org))

### MGT 745 Course Timeline - Spring 2017

Day	Date	Topic
Saturday	Jan 14	Intro, Overview, Physical Class Meeting
Thur	Jan 19	Online Chap 1, 2
Thur	Jan 26	Online Chap 3, 4
Thur	Feb 2	Online Chap 5, 6
Thur	Feb 9	Online Chap 6
Thur	Feb 16	Test 1; email dr. david your project complete with all chapter 1 to 6 analyses correctly applied to your case company, 5pm deadline

Thur	Feb 23	Online Chap 7, 8
Thur	Mar 2	Online Chap 8
Thur	Mar 9	Online Chap 8, 9
Thur	Mar 16	Spring Break
Thur	Mar 23	Online Chap 10
Thur	Mar 30	Online Chap 11
Thur	April 6	Review Chap 1-11
Thur	April 13	Test 2; email dr. david your project complete with all chapter 1 to 11 analyses correctly applied to your case company, 5pm deadline
Thur	April 20	Make final adjustments to project
Thur	April 27	Test 3; Final project due to dr david by 12 noon
Saturday	April 29	Present Projects, Evaluate the Course, Award Strategic Planning Certificates; attendance required