



SCHOOL OF BUSINESS  
MOUNT ST. JOSEPH UNIVERSITY

**MGT 607 Strategic Management S4 20**  
**Mount St. Joseph University School of Business**

**Course Number:** MGT 607 CV  
**Level:** Graduate, Required  
**Credit Hours:** 3  
**Course Meets:** Thursdays, 5:15 – 8:45, virtual  
**Instructor Name:** Andrew L. Lux Ph.D., MBB  
**Office Location:**  
**Office Hours:** To be scheduled  
**Telephone:** 330-289-1041  
**E-mail address:** Andrew.lux51@gmail.com

**COURSE DESCRIPTION**

Strategic management focuses on fundamentals of business strategy Topics include development of strategy, strategic frameworks and methods, industry analyses, and competitor analyses. A major focus is methods of dealing with changes in the industry and general environment. A strategic analysis of a business or organization is the culminating experience of this course. Additionally, focus will be put on business startup and turnaround planning and executional elements.

**COURSE LEARNING OUTCOMES**

1. Apply an integrative, general management view of the organization
2. Explain strategic management concepts such as strategy identification and evaluation, industry analysis, competitor analysis, and strategic response to external change.
3. Analyze organizational goals, resources, structure, etc., and the relationship of these attributes to the organization's industry and general environment.
4. Solve business problems and craft implementable strategic plans, to include conditions where there is considerable ambiguity.
5. Demonstrate critical thinking and analytical skills orally and in writing in the development of solutions to business opportunities and threats.

**PROGRAM LEARNING OUTCOMES ASSESSED IN THIS COURSE**

Communication Skills: Graduates will effectively communicate business ideas in writing and in speaking.

- Students will produce professional quality business documents.
- Students will demonstrate their ability to delivery effective presentations.

**REQUIRED COURSE MATERIALS**

**Textbook:** *Crafting & Executing Strategy – Concepts & Cases*

**Cases:** see text book

**Readings:**

**Online articles:**



## RECOMMENDED COURSE MATERIALS

*Optional Texts: The Lean Startup – Reis*  
*Crossing the Chasm - Moore*

**Cases:** see text book

**Readings:**

**Online articles:**

## - LEARNING STRATEGIES

Type	% of Course
Lecture/Traditional Classroom	
Blended (traditional and online)	
Online	50%
Other:	
• Case discussions	50%

## PERFORMANCE EVALUATION

### Grading Scale

Graduate

Description	Letter Grade	GPA Scale	Range
Excellent	A	4.0	90% - 100%
Good	B	3.0	80% - < 90%
Poor	C	2.0	70% - < 80%
Fail	F	0	< 70%

## GRADING

The grade a student receives in class will be determined as follows:

Individual Case Presentation	20%
Case Study Participation and Review	20%
Case Review written documented analysis	10%
Midterm Exam (Oral)	20%
ETS Exam	10%
Final Exam (Oral)	20%
<b>Total</b>	<b>100%</b>

**Individual Cases:** As a member of the executive team you are presenting to your senior staff (fellow students) your assessment of a business case that will be given to you (see list below) . You will define the problem, provide analysis, and present options with a recommendation that you support. (20%)

- Case 1 Airbnb
- Case 2 Mystic Monk
- Case 3 Costco
- Case 4 Under Armour
- Case 5 Chipotle Mexican



- Case 6 Netflix
- Case 7 Nucor

**Case Study Participation & Review:** As a member of the executive team you are evaluating the presentation made by one of the senior executive members. You will review the presentation based on the strategy framework to be given. The grade will measure the engagement/participation level that you bring to the senior staff discussion. (20%)

**Case Documentation Analysis:** As preparation for the executive staff meeting during which, one of your colleague executive will be presenting “their” case study” you will generate a white paper (format to be provide) that captures your assessment of the background, challenges and alternative options of the case to be review that week. This one page “work sheet” will capture your thoughts and your overall position per the data of the case study. (10%)

We will also discuss two books (The Lean Startup – Reis & Crossing the Chasm – Moore), you can review the contents of these books online or purchase (which I recommend). Lectures on both will be given and discussions of the +/- of the elements and benefits will be conducted in weeks 6 & 7. In preparation for those sessions you will asked to prepare a single page “white paper” summarizing your thoughts as to the practicality of the principles and elements proposed within each book.

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### **ETS Exam (10%)**

You will complete the ETS Major Field Test for the MBA, a comprehensive national assessment for program evaluation. The exam consists of 124 multiple-choice questions, half of which are based on short case-study scenarios. Questions employ materials such as diagrams, graphs and statistical data. Mathematical operations do not require a calculator. Most of the questions require knowledge of specific information drawn from marketing, management, finance and managerial accounting, or a combination of these.

More information will be shared about the exam and how to register to take it online.

Students who score at or above the national average earn full points (that is, 100% of the 10%).  
Students who score below the national average earn 70% of the points available for the ETS.  
Students who do not take the exam earn 0 points for this grade component.

### **Mid & Final Exams (20%,20%)**

- You will be provided a hypothetical business case and you will be asked to provide an outline of how you would define the problem, measure & analyze the situation/data, recommend improvement options and implement control measures to insure success. These recommendations need to follow the core principles studied with this class. Open book format.



- Midterm exam will focus on Chapters 1-4
- Final exam will comprehensively focus on all chapters covered specifically chapters 1,2,3,4,5,6,10 and11
- Both Exams will be schedule “off hours per “course” schedule

## **POLICIES**

### **ACADEMIC HONESTY POLICY**

Please use the following link to access Mount St. Joseph University’s Academic Honesty Policy. The policy will be enforced in this class.

[Link to University Graduate Academic Honesty Policy](#)

### **DISABILITY POLICY**

In compliance with Section 504 of the Rehabilitation Act of 1973, Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more major life activities such as walking, seeing, hearing, or learning. Students with disabilities should contact the Director of Learning Center & Disability Services to present documentation and develop individualized accommodation plans. Students who have already registered with MSJ Disability Services are encouraged to discuss their accommodations with their course faculty at the beginning of each semester. Additional information can be found at [Link to University Disability Services](#).

### **TEMPORARY ILLNESS POLICY**

Please use the following link to access Mount St. Joseph University’s Temporary Illness Policy.

[Link to Temporary Illness Policy](#)

### **POLICY ON INCOMPLETES**

Please use the following link to access Mount St. Joseph University’s policy on incompletes.

[Link to Graduate Incomplete Policy](#)

### **DROP DATES FOR THE CURRENT SEMESTER**

Please use the following link to access information regarding drop dates for this semester.

[Link to Semester Policies and Procedures](#)

### **ATTENDANCE POLICY**

It is particularly important to attend all class meetings due to the accelerated format of graduate business courses. If you will miss one class meeting for an unavoidable reason, please contact the instructor as soon as possible in order to discuss alternative ways of meeting the learning outcomes that will be covered in the class meeting. If you will miss more than one class meeting for a particular course, please contact both the instructor and the Assistant Dean as soon as possible to discuss whether it is advisable to take the course this semester. Each unexcused absence will lower your final grade by one letter.

### **COURSE SCHEDULE**

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Date & Learning Outcomes	Topics	Class Preparation & Assignments
(7/2/2020) CLO 1	What is Strategy. Creating a Companies Direction. Review White Paper Format Review	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read Chapter: 1 &amp; 2</i></li> <li>• <i>Learning Exercises Chap 1 &amp; 2</i></li> </ul>
7/9/2020 CLO1, 2	Evaluating Company's External Environment & Resources/Capabilities/Competitiveness	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read Chapter 3 &amp; 4</i></li> <li>• <i>Assignment: Case 1 (presenter #1)</i></li> <li>• <i>Analysis: Case Assessment 1</i></li> </ul>
7/16/2020 CLO 1,2, 3	The Five Generic Competitive Strategies Strengthening a Company's Competitive Position	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read Chapter: 5 &amp; 6</i></li> <li>• <i>Assignment: Presentation 2</i></li> <li>• <i>Analysis: Case Assessment 2</i></li> </ul>
7/23/2020 CLO 1, 2, 3, 4	Building an Organization capable of good strategy execution Managing Internal Operations	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read Chapter: 10 &amp; 11</i></li> <li>• <i>Assignment: Presentations 3 &amp; 4</i></li> <li>• <i>Analysis: Case Assessment 3 &amp; 4</i></li> </ul>
7/30/2020	ETS Review	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read: Handout ETS prep.</i></li> <li>• <i>Assignment: Presentation 5, 6 &amp; 7</i></li> <li>• <i>Analysis: Case Assessment 5, 6 &amp; 7</i></li> <li>• <i>ETS practice questions</i></li> </ul>
8/6/2020 CLO 1-5	- Business Turnaround Kinetics - Lean Six Sigma & DFSS	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read: Crossing the Chasm</i></li> <li>• <i>Assignment: White Paper</i></li> </ul>
8/13/2020 CLO 1 - 5	- Startup Dynamics	<i>Materials to prepare:</i> <ul style="list-style-type: none"> <li>• <i>Read: The Leans Startup</i></li> <li>• <i>Assignment: White Paper</i></li> </ul>
	- <u>Midterm &amp; Final Exams will be scheduled during the weeks of 7/13<sup>th</sup> and 8/10<sup>th</sup> , respectively</u>	