Instructor: Dr. Eva Dodd-Walker

Prerequisites: Senior standing and completion of or concurrent enrollment in remaining business core courses.

Office Hours: MWF: 9:00a-11:00a  
W: 12:00p-2:00p  
M: 3:30p-5:30p

Office Location: 238P Bibb Graves Hall

Office Telephone: 334-670-3976  
Fax: 334-670-3599

E-mail: edwalker@troy.edu

Faculty Website: http://business.troy.edu/TroyCampus/Faculty/Default.aspx?ID=WalkerEd

Class Time: TBAA: MWF 8:00-8:50 AM  
TEAB: MWF 11:00-11:50 AM

Class Location: Bibb Graves 201

SCOB Vision: The Sorrell College of Business will be a recognized and respected leader for quality and flexibility in the delivery of business education that prepares graduates to succeed in the global business environment.

SCOB Mission: The Sorrell College of Business supports the Troy University mission by preparing our diverse student body to become ethical professionals equipped to compete in the global business environment. To achieve this, our faculty, staff, and administration will:

1) provide quality education in global business through our undergraduate and graduate programs, delivered around the world through face-to-face and online environments, to traditional, nontraditional, military, and international students;

2) contribute to the development and application of knowledge focused on applied business, learning, and pedagogical research;

3) provide service to the University, business and professional organizations, and our communities through individual involvement, business outreach, and our centers for research.

Program Objectives: This course addresses the following program objectives:

Program SLO 1: Students will be able to demonstrate effective critical thinking skills.  
Measure: California Critical Thinking Skills Test
Program SLO 4: Students will demonstrate that they possess functional business knowledge.  
Measures: MFT and Capstone Exam

Course Description: Capstone course for business majors. Integrates knowledge, skills, and concepts acquired in all business courses taken. Requires students to analyze various corporations, determine threats and opportunities posed by the external environment as well as the firm’s strengths and weaknesses, formulate strategic plans for firms, and determine how these plans should be implemented. Specialized Requirements (2010-2011 Undergraduate Catalog): Sorrell College of Business students must pass the business administration capstone course, MGT4476, with a grade of C or better. Prerequisites: Senior standing; completion of or concurrent enrollment in remaining business core courses.

Course Purpose: To show how a well crafted and executed strategy benefits a company’s long-term performance, to integrate concepts from the core curriculum, and to apply strategic management in 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. BABA/BSBA/BASRTM capstone. Numbered BAN 4476 prior to Fall 2005.

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

1. Describe the strategic-management process, including formulation, implementation, and evaluation.

2. Critically evaluate vision and 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, correctly using appropriate matrices and models.

6. Integrate business marketing, finance, organizational behavior, and information systems into organizational problem-solving, bridging the gap between theory and practice by articulating when and how to apply management concepts learned in earlier courses.

Grading Policy: The Student’s grade will be determined as follows:

Assignments/Participation 20%
Group Project: 30%
Content Exams 30%
Program Assessments: 20%

There will be two content exams—Exam 1 and Exam 2. Sorrell College of Business also requires three program assessments—Major Field Test, California Critical Thinking Skills Test, and Capstone Exam. The Major Field Test is a two-hour program assessment developed by the Educational Testing Service. The California Critical Thinking Skills Test is a one-hour exam developed by Insight Assessment. The Capstone Exam is a three-hour program assessment developed by Troy University faculty and is based on a case analysis. Exams will determine 50% of the student’s final grade.

Grade Structure: A 90-100
B 80-89
C 70-79
D 60-69
F 0-59

Homework Policy: 1. Assignments must be turned in for a grade.

2. Assignments must be turned in at the beginning of class to be considered on time. Late assignments will not be accepted, unless permission is obtained from the instructor for special circumstances (e.g., a documented emergency). Late assignments may be subject to a grade penalty. Assignments may be turned in by fellow classmates if the student is not able to attend class.

Quiz Policy: Unannounced quizzes may be given for extra credit, contingent upon class attendance. There will be no make-ups.

Test Policy: Make-up exams will be given only for documented, approved absences. See ATTENDANCE POLICY. Make-up exams are administered only to students who have received approval from the instructor prior to the test date. The make-up exam must be taken within one week of the student’s return to class. Make-ups are different from exams given in class. A grade of zero will be assigned for an exam missed due to an unexcused absence.

Exam Administration:

No electronic devices, other than simple calculators, will be allowed in class during an exam. Cell phones and translators are not acceptable calculators and are, therefore, not permitted.

Course Content: 1. The definition of strategy.

3. Strategic Analysis, Formulation, & Implementation.

4. Internal & External Environments.


Classroom Administration: Students are expected to:

1. Attend all scheduled classes. Students who arrive at class after roll call may be counted absent.

2. Be responsible for all instructions and assignments given in class as well as for the supporting textbook content.

3. Read the text. Read the textbook material before the lecture covering that material. This leads to a better understanding of the lecture (or lab) as well as the opportunity to ask questions about material(s) in the text that were perhaps unclear or not understood.

4. Hand in assignments on the assigned due date during roll call (at the beginning of class). See HOMEWORK POLICY.

5. Wear neither hats nor sunglasses in the classroom.

6. Not bring food, tobacco products, or drinks into the classroom.

7. Review exams, except program assessments, during office hours.

8. Not engage in disruptive behavior. Students who continually engage in disruptive behavior (e.g., excessive talking) will receive one warning with no penalty. However, for each successive warning, a penalty of one percentage point will be deducted from the student’s overall average.

9. Check Troy University email accounts every 48 hours for class updates.

General Support Services: The computer labs in Bibb Graves are available for student use.

ADA Statement: 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 link for Troy University’s Office of Human Resources at http://www.troy.edu/humanresources/ADAPolicy2003.htm.

Any student whose disabilities fall within ADA must inform the instructor at the beginning of the term of any special needs or equipment necessary to
accomplish the requirements for this course. Students who have or may be dealing with a disability or learning difficulty should speak with the instructor, contact the Office of Adaptive Needs Program (Wright 226) or call 670-3220/3221. Various accommodations are available through the Adaptive Needs Program. The faculty in the School of Business makes every effort to accommodate unique and special needs of students with respect to speech, hearing, vision, seating, or other possible disabling conditions. Please notify the instructor as soon as possible of requested accommodations or ways to help.

Attendance Policy:

1. **Class Roll:** Class roll will be taken at the beginning of the class session. A student who arrives after her/his name is called may be marked absent.

2. **Attendance is mandatory.** If a student misses a class, it is his/her responsibility to obtain all information and materials presented (including material covered, handouts, skills learned, and homework assignments) during his/her absence.

   The syllabus is subject to change. Check with classmates to determine syllabus changes if you miss class. **Additional material, beyond the scope of the text, will be discussed in class and covered on exams.**

3. **Excused absences:** Excused absences are defined in the following manner:

   a. Professor was informed *prior* to the absence.

   b. Professor determines that the absence is excused.

   c. Absence is of the following type:

      i. Participation in a documented official *university function* that does not permit the student’s class attendance (e.g., participation in athletic events, field trips, etc.)

      ii. **Severe illness** (this *does not* include scheduled medical appointments nor driving someone else to the doctor), a hospital stay, or a doctor’s excuse saying that it is impossible for student to attend class(es).

      iii. **Death** of immediate family member (grandparent, parent, sibling, or child).

      iv. Appearance in *court*.

      v. Personal situations that are approved by the professor in advance of the time the student is to be absent.

   d. Written documentation (i.e., on letterhead) must be provided.
Incomplete Work Policy: Any incomplete work at the end of the term will not be accepted unless the student can provide acceptable and clear documentation prior to grades being submitted to the Registrar.

Cheating Policy: If you are caught cheating, you will get a course grade of “F”. See “ORACLE: Student Handbook, 1998-1999” pp. 56-57. Plagiarism is the act of stealing and passing off (the ideas or words of another) as one’s own or to commit literary theft: present as new and original an idea or product derived from an existing source (Webster’s New Collegiate Dictionary). Plagiarism will cause a student to get a course grade of “F”. According to the TSU ORACLE: Student Handbook, 1998-1999, pp. 52, one definition of misconduct is: “Dishonesty, such as cheating, plagiarism…” The ORACLE states on pp. 56 under the Academic Code sub-heading that: “A student is subject to disciplinary action: #3. Where the work affects or might affect a student’s grade, credit, or status in the university, a student represents to be his or her own any work which is not the product of his or her own study and efforts”. The penalty for such misconduct may be (pp. 56) “A student’s grade in the course or on the examination affected by the misconduct may be reduced to any extent, including a reduction to failure.” “A student may be suspended from the university for a specific or an indefinite period” pp. 56-57.

Cell Phones and Electronic Devices: Use of any electronic device by students in the instructional environment is prohibited unless explicitly approved on a case-by-case basis by the instructor of record or by the Office of Disability Services in collaboration with the instructor. Cellular phones, pagers, and other communication devices may be used for emergencies, however, but sending or receiving non-emergency messages is forbidden by the University. Particularly, use of a communication device to violate the Troy University “Standards of Conduct” will result in appropriate disciplinary action (See the Oracle.)

In order to receive emergency messages from the University or family members, the call receipt indicator on devices must be in the vibration mode or other unobtrusive mode of indication. Students receiving calls that they believe to be emergency calls must answer quietly without disturbing the teaching environment. If the call is an emergency, they must move unobtrusively and quietly from the instructional area and notify the instructor as soon as reasonably possible. Students who are expecting an emergency call should inform the instructor before the start of the instructional period.

Other Information: Professor may change anything contained herein at his/her discretion at any time. The syllabus is subject to change. Check with classmates to determine syllabus changes if you miss class. Additional material, beyond the scope of the text, will be discussed in class and covered on exams.
# Spring 2014 Course Outline (Tentative)

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic &amp; Reading Assignment</th>
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<tbody>
<tr>
<td>Jan: 8-10</td>
<td>Introduction</td>
</tr>
<tr>
<td>Jan: 13-17</td>
<td><strong>Chapter 12:</strong> Strategic Leadership &amp; <strong>Preparing an Effective Case Analysis</strong></td>
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<tr>
<td>Jan: 20</td>
<td><strong>Holiday:</strong> MLK Day!</td>
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<tr>
<td>Jan: 22-24</td>
<td><strong>Chapter 1:</strong> Strategic Management and Competitiveness</td>
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<td>Jan: 27-31</td>
<td><strong>Chapter 2:</strong> The External Environment</td>
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<tr>
<td>Feb: 3-7</td>
<td><strong>Chapter 3:</strong> The Internal Environment</td>
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<tr>
<td>Feb: 10-14</td>
<td>Feb 10: SPADES February 12-14 Class Case: ______________________</td>
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<tr>
<td>Feb: 17-21</td>
<td>Feb 17: Exam 1 Review Feb 19: Exam 1 Feb 21: CCTST</td>
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<tr>
<td>Feb: 24-28</td>
<td><strong>Capstone Exam</strong> (see below) Feb 28: No Class Due to Program Assessment Scheduling</td>
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<tr>
<td>Mar: 3-7</td>
<td><strong>Chapter 4:</strong> Business-Level Strategy</td>
</tr>
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<td>Mar: 7</td>
<td>Mar 7: No Class Due to Program Assessment Scheduling</td>
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<tr>
<td>Mar: 10-14</td>
<td><strong>Spring Break</strong></td>
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<tr>
<td>Mar: 17-21</td>
<td><strong>Chapter 6:</strong> Corporate-Level Strategy</td>
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<tr>
<td>Mar: 24-28</td>
<td><strong>Chapter 8:</strong> International Strategy</td>
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<tr>
<td>Mar: 31-4</td>
<td><strong>Chapter 13:</strong> Strategic Entrepreneurship</td>
</tr>
<tr>
<td>Apr: 7-11</td>
<td>Apr 7: Exam 2 Review Apr 9: Exam 2 Apr 11: Case Review</td>
</tr>
<tr>
<td>Apr: 14-18</td>
<td>Group Presentation: 4/14____ 4/16____ 4/18____</td>
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<tr>
<td>Apr: 28</td>
<td>Conclusion &amp; Integration</td>
</tr>
</tbody>
</table>

**Program Assessments:** All Troy Campus students will test during these sessions!

<table>
<thead>
<tr>
<th>Date</th>
<th>Assessment Details</th>
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<tbody>
<tr>
<td>Mar: 1</td>
<td>Program Assessment: Capstone Exam Saturday 9:00a-12:00p</td>
</tr>
<tr>
<td>May: 3</td>
<td>Program Assessment: Major Field Test Saturday 9:00a-12:00p</td>
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**Important Dates:**

<table>
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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Mar: 17</td>
<td>Last day to drop class!</td>
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<tr>
<td>May: 8</td>
<td>All grades due in Records by 9:00 A.M.</td>
</tr>
</tbody>
</table>
GROUP PROJECTS: REAL-TIME CASES (2011-2013)

1. AT&T
2. Best Buy
3. Wendy’s
4. United States Postal Service
5. Dr. Pepper
6. Ford
7. Disney
8. Netflix

*Other real-time cases with instructor’s approval!

Assignments & Group Project
(I = Individual Assignment, G = Group Assignment)

2. Assignment #2 (I) Class Case Quiz: WFM [Due Feb 12, in class]
3. Assignment #3 (G) SPADES Homework [Due Feb 26, via email]
4. Assignment #4 (I) Case Analysis Template Quiz [Due Mar 17-19, via Blackboard]
5. Assignment #5 (G) SWOT Application [Due Mar 31, via email]
6. Assignment #6 (G) Group Project: Paper [Due Apr 14, ecopy & hard copy]
7. Assignment #7 (G) Group Project: Presentation [Due 48hrs before presentation]

Major Field Test—ETS

* A slot has been allotted for the Major Field Test, but this time is subject to change, necessitating other schedule changes, contingent upon administrative requirements. Please note the following:

1. As of Fall 2006, all students are required to take the exam.
2. The exam is 2 hours and consists of 120 multiple-choice items that reflect the content of the business program: Accounting (15%), Economics (13%), Management (15%), Quantitative Business Analysis (11%) and IS (10%), Finance (13%), Marketing (13%), Legal and Social Environment (10%), and International Issues (overlap content issues above).
3. Student scores are reported on a scale of 120-200 points.
4. The national mean for the exam is approximately 153 points. This information is current as of June 2013.
5. ETS Tutorial (Test Navigation): www.mft-ets.org