

Course Syllabus

Midwestern State University
Dillard College of Business Administration
MGMT 4853.X20
Strategic Management
Spring Semester, 2021

Class Hours & Location: Asynchronous online via D2L, MindTap, and GLO-BUS platforms.

Instructor Contact Information

Instructor: Dr. Scott Manley
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Office Hours: MW: 9:30 until 11:00 AM and 2:00 until 3:00 PM; Zoom by appointment.

Course Material & Technology Requirements:

1. MindTap for Hitt/Ireland/Hoskisson's Strategic Management: Competitiveness and Globalization, 13th Edition. ISBN-10: 1-337-91675-7 / ISBN-13: 978-1-337-91675-2
2. GLO-BUS Simulation. Register online at www.glo-bus.com for \$44.95.
3. A computer with webcam and high speed internet access.

Course Description:

Formulation and implementation of top-level managerial strategy. Topics include internal/external analysis, business, corporate, and international strategy, competitive dynamics, acquisition/restructuring, strategic leadership, and innovation. Students apply course concepts by developing a strategic case analysis and by participating in a computer business simulation.

Course Prerequisites:

Consent of advisor; **this course should only be taken in student's last undergraduate semester.**

Course Objectives – General Learning Goals:

Our students will be effective at problem solving and decision making.

Students will practice problem solving and decision-making skills during in-class discussion and the simulation. Assessment will occur during quizzes, course examinations, and the simulation.

Our students will be able to demonstrate a competency in speaking for common business scenarios.

Students will practice their presentation skills in a “board of directors” presentation via Zoom.

The student's ability to speak clearly to an audience will be included in the score for these exercises.

Our students will be effective team members.

Students will work in teams during the GLO-BUS simulation. Instructor observation, project evaluation, and peer evaluation of team members will be used to assess these abilities.

Our students will be multicultural and globally aware.

Through the GLO-BUS simulation, students will gain an understanding of the influence of global and multicultural issues on business activities.

Note: These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates will carry with them into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

Course Specific Learning Goals:

After completing this course, students should be able to:

Recognize the interrelated roles that accounting, finance, marketing, management, and information systems play in business success.

Understand and apply models related to business performance.

Understand the decisions and trade-offs that top managers are faced with when running and setting the future directions for the firm.

Develop the ability to think strategically.

Official Course Policies

“Attendance” and Participation: Students must log into D2L, MindTap, and GLO-BUS regularly in order to complete the assigned coursework. ***Students who do not login regularly to complete the assignments may be dropped.*** Completion of homework assignments is required, and as such counts a portion of the students' grade. Deadlines are clearly articulated in MindTap and GLO-BUS and will not be extended.

Academic Integrity: With regard to academic honesty, students are referred to the “Student Honor Creed” on page 10 of the Midwestern State University *Student Handbook*. Consistent with the student honor creed, I expect the following of students: academic integrity, personal professionalism, and ethical character. As such, academic integrity violations will not be tolerated: ***Students who are caught cheating will receive an “F” in the course, without exception.*** Specifically, this means that students are not allowed to use any materials whatsoever when taking the course examinations. When completing homework assignments, chapter quizzes, and GLO-BUS quizzes, students are allowed to use class reference materials only (i.e., the textbook, notes, PowerPoint slides, and GLO-BUS participant guides). Additional information regarding academic misconduct and the procedures for handling such misconduct (i.e., cheating, collusion, and plagiarism) may be found in Part II of the MSU Texas *Student Handbook*, beginning on page 55.

Campus Carry: Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the *Student Handbook*.

Classroom Accommodations: Students requiring classroom or course accommodations or modifications due to a documented disability should contact the office of Disability Support Services in Clark Student Center (Room 168, telephone number 940-397-4140). The mission of Disability Support Services is to provide equal access to educational, social, and recreational programs through the coordination of services and reasonable accommodations, consultation, and advocacy.

Communications: When you have questions, please see me during office hours, e-mail me, text me, or call me. All email should be sent from, and will be sent to, the student's official MSU e-mail address. No other addresses will be recognized for communication about class matters. You are responsible for communicating difficulties or problems that you may be experiencing in this class, and I ask that you do so in a timely manner.

Course Syllabus: This syllabus is a guide for the course and is subject to change. Such changes are generally communicated via D2L and e-mail. However, please print and keep this syllabus as a reference because you are responsible for the assignments and information contained in the syllabus.

Extra Credit: There is no such thing as "extra credit" in this course.

Facemasks: In accordance with MSU policy, facemasks are required at all times in the Dillard building. *If you are not wearing a face mask or facial covering that covers both your mouth and nose, you will not be allowed into the building and/or classrooms.*

Make-up Tests: Make-up work or alternative assignments will be determined by the professor and at the sole discretion of the professor. These assignments may or may not exactly duplicate the original and will not entitle other students to the same alternatives since they may not have experienced the same situation. Only students with authorized absences (see University Class Attendance Policy) may make up a missed exam. Exams are normally made up via the comprehensive final exam. In any case, you are expected to notify me prior to the test deadline if you must miss a test. If I do not answer when you call, please leave your name, telephone number, and the time of your call on my voicemail, and I will return your call.

Readings: Reading assignments are specifically listed on the syllabus. Students are expected to be prepared by reading the assigned coursework prior to class.

Timeliness of work: There is no grace period for the quizzes and simulation decisions because the computer automatically processes your decisions at 11:59 PM (for chapter quizzes) and 11:00 PM (for GLO-BUS decisions) on the scheduled date.

Performance will be assessed based on the following components:

Examinations (3): Exams will be composed of questions covering the material from chapters, GLO-BUS simulation, class discussion and guest speakers. Exams will be taken online in D2L. See note on Exam 4 (Final Exam) below.

Quizzes (13): All 13 chapter quizzes are online from the first day of class. They may be taken a total of twice prior to their expiration. There are no risks associated with retaking the quiz – your highest score is used for the grading. Please do not ask for extensions to the quiz times if you have forgotten, waited until the last minute, or experienced technical difficulties. Assume that difficulties will occur and plan accordingly.

GLO-BUS Simulation: You will participate in a business simulation where you are the top management team of a digital camera manufacturing firm. The purpose of the simulation is to learn implementation skills for the strategies being developed in the class. This will require you to draw on all of your former business courses (management, marketing, accounting, and finance) as you run the corporation. A key point is that the simulation is “live play” in that your fellow classmates are the competition. This means the simulation is dynamic, interactive, and a lot of fun. The simulation is a major time commitment and, accordingly, is a major part of your grade. Specific graded components of the simulation include:

- Your firm’s actual performance in the simulation.
Note: Students will conduct a peer evaluation of team members that may contribute or detract from the overall individual performance grade.
- A “board of directors” presentation where you discuss your firm’s performance.
- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS.

Final Exam: Comprehensive exam over all material from the semester. This exam is given as a makeup exam should a student miss any previous exam, or an optional exam should a student desire to replace a lower grade on prior exams.

Major Field Test (MFT): The comprehensive college exit exam is administered in this class. You will constantly be reviewing for the MFT in this course, as we integrate topics from across the each of the business disciplines. You’ll also take a practice quiz to help prepare for the MFT.

Participation: Students will demonstrate their “attendance” and course engagement and earn participation points by regularly logging into and completing assignments in D2L, MindTap, and GLO-BUS. Students who do not log into D2L, MindTap, and GLO-BUS regularly will be docked points because of their lack of participation.

Points are allocated for each course component as follows:

Course Component	Possible Points
Participation	50
Chapter Quizzes (13 quizzes at 30 points each)	390
Examinations (3 examinations at 125 points each)	375
GLO-BUS	
Quizzes (2 at 30 points each)	60
Company Performance	220
Presentation to “Board of Directors”	220
Major Field Test:	
Practice Quiz	25
MFT	100
MindTap Homework	60
Dillard College Passport*	75
Total Points Possible	1,575

Grades will be assigned based on the following scale:

Course Grade	Percentage	Points
A	≥ 90.0%	≥ 1,350
B	80.0% - 89.9%	1,200 – 1,349
C	70.0% - 79.9%	1,050 – 1,199
D	60.0% - 69.9%	900 – 1049
F	≤ 59.9%	≤ 899

Tentative Course Schedule (subject to change):

Time Period	Topic	Prep or Reading	What is Due?
Week 1	Welcome and Course Overview	Syllabus	N/A
	Strategic Management and Strategic Competitiveness	Chapter 1	Quiz 1
Week 2	The External Environment	Chapter 2	Quiz 2
Week 3	The Internal Organization Business-Level Strategy	Chapters 3 & 4	Quizzes 3 & 4 GLO-BUS Teams
Week 4	Exam 1 GLO-BUS Introduction & Overview GLO-BUS Practice Round 1	Chapters 1 – 4 GLO-BUS Guide	GLO-BUS Decisions
Week 5	Competitive Rivalry and Competitive Dynamics GLO-BUS Practice Round 2 GLO-BUS Quiz 1	Chapter 5 GLO-BUS Guide	Quiz 5 GLO-BUS Decisions
Week 6	Corporate-Level Strategy GLO-BUS Round 1	Chapter 6 GLO-BUS Guide	Quiz 6 GLO-BUS Decisions
Week 7	Merger and Acquisition Strategies GLO-BUS Round 2	Chapter 7 GLO-BUS Guide	Quiz 7 GLO-BUS Decisions
Week 8	International Strategy GLO-BUS Round 3	Chapter 8 GLO-BUS Guide	Quiz 8 GLO-BUS Decisions
Week 9	Cooperative Strategy GLO-BUS Round 4 Exam 2	Chapter 9 GLO-BUS Guide Chapters 5 - 9	Quiz 9 GLO-BUS Decisions
Week 10	Corporate Governance GLO-BUS Round 5	Chapter 10 GLO-BUS Guide	Quiz 10 GLO-BUS Decisions
Week 11	Organizational Structure and Controls GLO-BUS Round 6 GLO-BUS Quiz 2	Chapter 11 GLO-BUS Guide	Quiz 11 GLO-BUS Decisions
Week 12	Strategic Leadership GLO-BUS Round 7	Chapter 12 GLO-BUS Guide	Quiz 12 GLO-BUS Decisions
Week 13	Strategic Entrepreneurship GLO-BUS Round 8 Exam 3	Chapter 13 GLO-BUS Guide Chapters 10 – 13	Quiz 13 GLO-BUS Decisions
Week 14	MFT Practice Quiz Additional GLO-BUS Round (if needed) Major Field Test	N/A	N/A
Week 15	GLO-BUS Board Presentations	N/A	GLO-BUS Evaluations
Week 16	Final Exam (Must be scheduled)	Chapters 1–13	Optional Final Exam