



Course Syllabus: Strategic Management

Dillard College of Business Administration

MGMT 4853 Section X10

Fall 2026 Semester, August 24, 2026 – December 12, 2026

Contact Information

Instructor: Ms. Alli Forrester

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Course Description

This course examines the formulation and implementation of managerial strategy and how firms achieve sustainable competitive advantage. Emphasizing a general management perspective, students integrate knowledge from all functional areas of business to analyze decisions and strategies at the enterprise level through case analysis and a computer-based business simulation.

Textbook & Instructional Materials

- Strategic Management: Theory & Cases: An Integrated Approach by Charles W. L. Hill & Melissa. Edition: 14th Publisher: Cengage Learning. The book and associated MindTap material are integrated into D2L and you paid as part of your tuition.
- GLO-BUS Simulation – Register online for \$44.95. Registration codes are posted in D2L.
- Supplemental readings posted on D2L website.

Learning Goals

General Learning Goals:

- Our students will be effective in problem-solving and decision-making.
- Students practice problem solving and decision-making skills during the in-class discussions and the simulation. Assessment occurs during case analysis, and the simulation.

- Our students will be able to demonstrate competency in speaking for common business scenarios. Students practice their oral presentation skills in the case analysis presentation and simulation presentation. The student's ability to speak clearly to an audience is part of the score for these exercises.
- Our students will be technologically prepared.
- Our students will be ethical decision-makers.
- Our students will be effective team members. Students work in teams during the GLO-BUS simulation. We use instructor observation, project evaluation, and peer evaluation of team members to assess these abilities.
- Our students will be multicultural and globally aware. Through GLO-BUS and course material, students gain an understanding of the importance of these issues.

These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates carry with them into their careers. While assessing student attainment of these general learning goals, the Dillard College is evaluating its programs. These assessments 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 future directions for the firm.
- Develop the ability to think strategically.

Student Handbook

Refer to: [Student Handbook](#)

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct. [Office of Student Conduct](#)

Moffett Library

Moffett Library provides resources and services to support student's studies and assignments, including books, peer-reviewed journals, databases, and multimedia materials accessible both on campus and remotely. The library offers media equipment checkout, reservable study rooms, and research assistance from librarians to help students effectively find, evaluate, and use information. Get started on this [Moffett Library webpage](#) to explore these resources and learn how to best utilize the library.

Grading

Table 1: Points allocated to each assignment

Assignments	Points
Syllabus Quiz	25
Weekly Assignments (10 at 30 points)	300
Chapter Quizzes (12 at 5 points)	60
Finance Quiz	10
Marketing Quiz	10
Accounting Quiz	10
Economics Quiz	10
Management Quiz	10
Exams (2 at 120 points)	240
Team Contract	30
Simulation Quiz 1	75
Simulation Quiz 2	75
Practice Round Decisions (3 at 50 points)	150
3-Year Strategic Plan	50
GLO-BUS Simulation	400
Shareholder's Meeting	190
Peer Evaluations	60
Case Study Outline	70
Rough Draft	100
Final Case Study Draft	320
Final Paper Presentations	160
MFT	300
Total Points	2655

Table 2: Total points for final grade.

Grade	Points
A	2362
B	2097 to 2361
C	1831 to 2096
D	1566 to 1830

Grade	Points
F	Less than 1565

Homework

Weekly Assignments: Weekly assignments are designed to help students prepare for and make stronger decisions in the GLO-BUS simulation. Assignments will focus on specific areas of managing the simulated company, including recommended decision-making procedures, financial ratios, forecasting, product design, special contracts, strategic planning, marketing, corporate citizenship, finance and cash flow, and compensation and facilities. Many of these assignments are intended to be completed with your GLO-BUS team and emphasize application and preparation.

GLO-BUS Simulation Decisions: Throughout the semester, students will work in teams to manage a simulated company competing in the Action-Capture Camera and UAV Drone industries. Teams will make decisions involving strategy, product design, marketing, operations, workforce compensation, production capacity, finance, corporate citizenship, and other areas of the business. Practice rounds will be completed before official competition begins. Once official rounds begin, team decisions and company performance will contribute to the simulation portion of the course grade.

Team Contract: Each GLO-BUS team will develop and agree to a Team Contract establishing expectations for communication, participation, decision-making, deadlines, and individual responsibilities. The contract is intended to establish accountability before official simulation decisions begin and will provide the team's agreed-upon expectations for addressing members who do not fulfill their responsibilities.

3-Year Strategic Plan: Teams will develop a three-year strategic plan for their GLO-BUS company. The plan will require teams to establish a strategic vision, performance objectives, and a strategy for achieving those objectives. The purpose of the assignment is to move teams beyond making one decision round at a time and encourage them to manage the company with a clear long-term direction.

Peer Evaluations: At the end of the simulation, students will evaluate the contributions of their fellow team members. Peer evaluations should reflect each member's participation, preparation, communication, reliability, and contribution to team decisions and assignments throughout the semester.

Quizzes

Chapter Quizzes: Chapter quizzes assess students' understanding of the major concepts, terminology, and strategic management principles presented in the

assigned readings. Quizzes are intended to encourage students to remain current with course material and prepare them to apply these concepts to cases, the GLO-BUS simulation, and exams.

Simulation Quizzes: Simulation quizzes assess students' understanding of GLO-BUS procedures and the information needed to effectively manage their company.

Business Discipline Quizzes: Because Strategic Management is a capstone course, students are expected to integrate knowledge from across the business curriculum. Management, Economics, Marketing, Accounting, and Finance quizzes provide an opportunity to review and demonstrate understanding of foundational business concepts that managers use when making strategic decisions.

Exams

Exam 1 and Exam 2: Two exams will assess students' understanding and application of strategic management concepts covered throughout the semester. Exams may include material from assigned readings, course content, case analysis, and the application of strategic concepts to business situations. Students should focus on understanding how and why strategic management concepts are used rather than relying solely on memorization.

Projects Required

GLO-BUS Business Strategy Simulation: GLO-BUS is a semester-long team simulation in which students manage a company competing in the Action-Capture Camera and UAV Drone industries. Teams will make decisions related to product design, marketing, production, employees, finance, corporate citizenship, and competitive strategy. The simulation includes practice and official decisions, supporting assignments and quizzes, a Team Contract, and a 3-Year Strategic Plan. Teams will use company, financial, industry, and competitor data to evaluate performance and adjust their strategy throughout the semester. The simulation concludes with a recorded Annual Shareholders Meeting, where teams present their company's performance, strategy, future goals, and lessons learned. All members must participate in professional attire. Peer Evaluations will assess individual team contributions.

Final Exam

Major Field Test (MFT): The Major Field Test in Business serves as the final comprehensive assessment for the course. Because Strategic Management is a business capstone, the MFT evaluates knowledge and skills developed throughout the business curriculum, including accounting, economics, finance, management, marketing, and other core business areas. Students are expected to complete the MFT at the scheduled date and time in accordance with university and course requirements.

Extra Credit

Extra credit is not guaranteed in this course. If an extra-credit opportunity is offered, it will be made available to the class as a whole and will include specific instructions and deadlines. Individual extra-credit assignments will not be created to raise a student's grade at the end of the semester. Students should not rely on extra credit as a substitute for completing required coursework. Do not ask for extra credit.

Late Work

Assignments are expected to be submitted by the deadline listed in the course schedule. Late work will receive a 10% deduction for each calendar day it is late, beginning immediately after the posted deadline. For example, an assignment submitted one day late will receive a 10% deduction, two days late a 20% deduction, and so on. After 10 days, the assignment will no longer be accepted and will receive a zero.

It is the student's responsibility to plan ahead and allow adequate time for submission. Technology issues, work schedules, travel, or waiting until the deadline to submit generally do not excuse late work. If an emergency or university-approved absence prevents you from completing an assignment on time, please contact me as soon as possible.

I am not able to apply the late policy to the Simulation Decisions due to the nature of the associated deadlines. I also cannot apply the late policy to the MFT. Other assignments may be included in this policy as an exception as necessary throughout the semester.

Make Up Work/Tests

Assignments are expected to be submitted by the deadline listed in the course schedule. Late work will receive a 10% deduction for each calendar day it is late, beginning immediately after the posted deadline. For example, an assignment submitted one day late will receive a 10% deduction, two days late a 20% deduction, and so on. After 10 days, the assignment will no longer be accepted and will receive a zero.

It is the student's responsibility to plan ahead and allow adequate time for submission. Technology issues, work schedules, travel, or waiting until the deadline to submit generally do not excuse late work. If an emergency or university-approved absence prevents you from completing an assignment on time, please contact me as soon as possible.

Important Dates

- Last day for term schedule changes: August 27, 2026
- Deadline to file for graduation: September 21, 2026
- Last Day to drop with a grade of "W": November 23, 2026
- Refer to: [Drops, Withdrawals & Void](#)

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ****Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ****Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Recording Classes

****Recording classes is generally prohibited without the professor's explicit permission.*** Such recordings, when permitted, are for personal use only and may not be uploaded to the internet or otherwise shared, transmitted, or published without the professor's prior consent. Some faculty may not permit recordings of their classes. When it is feasible and appropriate, students may record classes to accommodate disabilities under the Americans With Disabilities Act, with prior approval of Disability Support Services. Such recordings may not be uploaded to the internet or otherwise shared, transmitted, or published.

Instructor Class Policies

Professional Communication and Conduct: Consistent with the Dillard College of Business Administration's commitment to professionalism, students are expected to communicate respectfully and professionally in all course-related interactions, including email, D2L, and team communication. Disagreement, questions, and concerns are always welcome; disrespectful, hostile, threatening, or demeaning communication is not. A first instance of unprofessional communication will generally result in a warning and an opportunity to correct the communication. Repeated or serious violations may result in a deduction of up to 10% of the student's overall course grade. When in doubt: Be respectful, be professional, and remember that how you communicate matters just as much as what you communicate.

24/7 Policy: Students who have a question or concern about a grade should wait at least 24 hours after the grade and feedback are posted before contacting Professor Forrester. This time should be used to review the assignment instructions, rubric, submission, and feedback. Grade questions or concerns must then be raised within 7 days of the grade being posted. After seven days, the grade will be considered final except in the case of a calculation or recording error. For example: If a grade is posted on Monday at 3:00 p.m., you should wait until at least Tuesday at 3:00 p.m. before contacting Professor Forrester with a question or concern about the grade. During those 24 hours, review your submission, the assignment instructions, rubric, and any feedback provided. If you still have a question after 24 hours, you are welcome to contact Professor Forrester. However, you must do so within seven days of the grade being posted. In this example, your question or concern must be raised by the following Monday at 3:00 p.m.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exists in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Student Wellness Center, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

Emergency Aid Resources for Basic Needs

Unexpected life circumstances can affect anyone. If you are experiencing challenges meeting basic needs—such as housing, utilities, food, transportation, healthcare, technology, textbooks or other life necessities, resources may be available to help. Visit the [Student Emergency Support and Resources webpage](#) to learn more, and explore emergency support opportunities through MSU and how to access them. For additional information, please contact the Office of Student Affairs: Clark Student Center #108, (940) 397-7500, student.affairs@mstuexas.edu.

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled “Run. Hide. Fight.” which may be electronically accessed via the University police department’s webpage: ["Run. Hide. Fight."](#)

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

Please note the disclaimer above and include that with your schedule. There can be no blanks or merged cells in your table. You must put some kind of text in all the blanks such as: N/A or No content. You can use a dash (-) or “to” between dates, avoid using the @ sign unless in web address.

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 8/24 to 8/29	Weekly Assignment – Syllabus Quiz and Simulation Registration, Cases and Teams Assigned (do not need to turn anything in; they are posted), register for Cengage, Chapter 1 Quiz	August 27, 2026
Week 2 8/30 to 9/5	Weekly Assignment – Recommended Decision-Making Procedures, Simulation Quiz 1, Team Contract, Chapter 2 Quiz, Watch Simulation Videos, read the Glo-Bus Participant Guide, Glo-Bus Simulation Practice Decision 6	September 3, 2026
Week 3 9/6 to 9/12	Weekly Assignment – Key Financial Ratios, Chapter 3 Quiz, Glo-Bus Simulation Practice Decisions 7 and 8	September 8, 2026 (Practice Decision 7 only) and September 10, 2026 (all other assignments)
Week 4 9/13 to 9/19	Weekly Assignment – Forecasting, Simulation Quiz 2, Chapter 4 Quiz, Case Study Outline, Glo-Bus Simulation Decision 6	September 17, 2026
Week 5 9/20 to 9/26	Weekly Assignment – Product Design, Chapter 5 Quiz, Glo-Bus Simulation Official Decision 7 and 8	September 22 (Decision 7 only) September 24, 2026 (all other assignments)
Week 6 9/27 to 10/3	Weekly Assignment – Special Contracts, Chapter 6 Quiz, Rough Draft, Glo-Bus Simulation Official Decision 9	October 1, 2026
Week 7 10/4 to 10/10	Weekly Assignment – Strategic Planning (Team Activity), Glo-Bus Simulation Official Decision 10, Exam 1, 3-Year Strategic Plan	October 8, 2026
Week 8 10/11 to 10/17	Weekly Assignment – Marketing, Chapter 7 Quiz, Glo-Bus Simulation Official Decision 11	October 15, 2026
Week 9 10/18 to 10/24	Weekly Assignment – Corporate Citizenship, Chapter 8 Quiz, Glo-Bus Simulation Official Decision 12	October 22, 2026
Week 10 10/25 to 10/31	Weekly Assignment – Finance & Cash Flow, Chapter 9 Quiz, Glo-Bus Simulation Official Decision 13	October 29, 2026

Week or Module	Activities/Assignments/Exams	Due Date
Week 11 11/1 to 11/7	Weekly Assignment – Compensation & Facilities, Chapter 10 Quiz, Glo-Bus Simulation Official Decision 14	November 5, 2026
Week 12 11/8 to 11/14	Management Quiz, Economics Quiz, Chapter 11 Quiz, Final Case Study Draft, Glo-Bus Simulation Official Decision 15	November 12, 2026
Week 13 11/15 to 11/21	Marketing Quiz, Accounting Quiz, Finance Quiz, Chapter 12 Quiz, Final Paper Presentations	November 19, 2026
Week 14 11/22 to 11/28	Thanksgiving Break	N/A
Week 15 11/29 to 12/5	Shareholders Meeting, Peer Evaluations, Exam 2	December 3, 2026
Week 16 12/7 to 12/13	MFT	December 10, 2026

***Important note:** Tables are already set up for ADA compliance. If you wish to add another table, make sure do the correct compliance setup for tables which you can find in the [How To – Word Doc ADA Compliance PDF](#).