



Course Syllabus: Strategic Management

Dillard College of Business Administration

MGMT 4853 Section 201, Room 324

Spring Semester 2026, January 20 – May 16

Contact Information

Instructor: Ms. Alli Forrester

Office: DCOBA 286

Office hours: Mondays from 2:30 – 3:30 PM, Tuesdays from 10:00 AM – 12:00 PM, and Thursdays from 10:00 AM – 12:00 PM

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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 provided in class)
- Supplemental readings posted on Desire 2 Learn site.

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Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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

Course Grade - List all graded assignments with their point value and or percentage of total grade. Letter Grade Scale indicate the overall points or % to letter grade scale for example 1270 to 1137 = A.

Table 1: Points allocated to each assignment

Assignments	Points
Syllabus Quiz	10
Individual/Group Exit Tickets	50
Quality Class Participation	35
Chapter Quizzes	60
Strategic Case Analysis	100
Strategic Case Presentation	40
MFT	150
GLO-BUS Simulation	150
Rehearsal Tutorials	15
Practice Round Completion	15
Final Presentation	100
Peer Evaluations/Teamwork	35
Exam 1	120
Exam 2	120
Total Points	1000

Table 2: Total points for final grade.

Grade	Points
A	900
B	800 to 899
C	700 to 799
D	600 to 699
F	Less than 600

Assignments

Individual/Group Exit Tickets: This assignment has a point maximum of 50 points. In some classes, students will have the opportunity to complete an assignment worth 2-5 points each. This in class assignments are designed to help students further explore the material.

Quality Class Participation: Class discussion is a critical learning vehicle. The importance and value of your participation cannot be stressed too highly. In order to be successful with regard to class participation, you must participate in an active and relevant way in every class meeting. By default, every student will receive 27 points for class participation. If you make significant contributions to class discussions, you may receive more than 27 points. However, if you miss classes, do not actively participate in class discussions, or consistently make non-constructive comments, you may receive fewer than 27 points. You will lose 3 points for every class session you miss or 2 points if you are more than 10 minutes late.

Please do not text or take phone calls during class. Do not use headphones during class. You will be asked to remove them. Laptops must be put away except for during quizzes or you have been explicitly told to use your laptop for the day. You may take notes via pen or pencil only. Technology should especially not be out when guest speakers are present. Using any technology during class will result in being counted absent for the day.

If you need to miss a class for special circumstances, you should inform me by email in advance. If you miss class and do not tell me beforehand, you will lose the 3 points for missing class. Please get materials and notes from a classmate. Persistently low preparation and poor contributions will jeopardize your chances of receiving a good grade. Participation will be assessed according to the following criteria:

- Exemplary (100%)
 - You make valuable contributions during nearly all class sessions.
 - You actively discuss the topic at hand and avoid discussing matters unrelated to the course.
 - You consistently demonstrate a high level of preparation.
- Average (75%)

- You frequently make valuable contributions, though not every class.
- You are a constructive member during small group discussions.
- You consistently demonstrate a high level of preparation
- Needs Improvement (50%)
 - You sporadically comment in class
 - During group discussions you are not a productive participant (i.e., you discuss matters unrelated to the course or attempt to derail the class.)
 - You demonstrate a poor level of preparation
- Unacceptable (0%)
 - You do not participate in class.
 - You do not participate in group discussions.
 - You demonstrate a poor level of preparation.

Strategic Case Analysis: Detailed instructions will be provided in a separate handout.

Strategic Case Presentations: Detailed instructions will be provided in a separate handout.

Quizzes

Syllabus Quiz: You will be required to complete a syllabus quiz that shows you have read, understand, and agree to abide by the policies listed in the syllabus. This is untimed and open-note. It is worth 10 points.

Chapter Quizzes: You will have chapter 12 quizzes to do outside of class that are worth 5 points each. These are untimed, open-note, and open-book.

Exams

Exams: There will be two exams valued at 120 points. Both exams will be in-class and closed book. The exams will be based not only on assigned readings, but also on materials discussed in class but not covered in the readings. You must take the exam at the assigned time – no exceptions. You will have one class period to take the exam.

Projects Required

Glo-Bus Simulation: This is worth 150 points. A business simulation allows student groups to critically examine the strategic situation of a simulated company, make important decisions for the company, and evaluate the impact of their decisions. You will use a combination of decision support software and website support to make decisions about the strategy and direction of your company. Running a business is the best way to learn how to do business.

Students need to meet frequently outside of regular class time for this business simulation. The instructor will introduce the simulation in a later class.

Rehearsal Tutorials: These are worth 15 points. Detailed instructions will be provided in class.

Practice Round Completion: This is worth 15 points. Part of the simulation, instructions for this assignment will be provided in class

Final Presentation: This is worth 100 points. Final group presentations presenting your team's simulation will be required. More information will be provided in class.

Peer evaluations: This is worth 35 points. These will be used to determine individual grades.

Final Exam

Major Field Test: This will be worth 150 points. We administer this comprehensive college exit exam in this class as the final exam during finals week. There' will be study material posted by March 1 in D2L. You'll also take a practice quiz to help prepare you for the MFT.

Extra Credit

In some cases, there may or may not be an opportunity for extra credit assignment. If the opportunity arises, information will be posted on D2L.

Late Work

Click here to enter text. The grade penalty for the late submissions is 10% off for each day the submission is late. Work submitted more than ten days late will not be graded. Please check and remember the due date of each assignment on the Schedule of Classes. This policy only applies to the syllabus quiz, chapter quizzes, the strategic case analysis, the rehearsal tutorials, practice round completion and the peer evaluations/teamwork. It does not apply to any other assignments due to the nature of those assignments.

Make Up Work/Tests

There is no make-up provision for any missed assignments and tests.

Important Dates

- Last day for term schedule changes: [Click here to enter appropriate date.](#)
Check date on [Academic Calendar](#).

- Deadline to file for graduation: [Click here to enter appropriate date.](#) Check date on [Academic Calendar](#).
- Last Day to drop with a grade of "W": [Click here to enter appropriate date.](#) Check date on [Academic Calendar](#).
- 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 because of class attendance and class participation. You will lose 2 points for every class session you miss or are more than 10 minutes late. If you need to miss a class for special circumstances, you should inform me by email in advance.

Computer Requirements

Taking this 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](#).

Instructor Class Policies

Click here to enter text.

Please do not text or take phone calls during class. Do not use headphones during class. You will be asked to remove them. Laptops must be put away unless you are explicitly told to use it during class. You may take notes via pen or pencil only. Technology should especially not be out when guest speakers are present.

Artificial Intelligence (AI): Using AI in this class is not permitted. If are caught using AI on an assignment, you will receive a zero for the assignment.

24/7 Policy: Once a grade is posted and made visible to you on D2L, you must wait 24 hours to discuss the grade with the professor. If you email me within that timeframe, I will redirect you to this policy. After 24 hours have passed, please reach out with any questions about your assignment grade. After that, you will have 7 days to discuss the grade. After 7 days, the option to discuss the grade is not available. For example, if grades are posted for an assignment on February 1, you must wait until February 2 to discuss your assignment. You will have until February 9 to discuss your assignment. Another example, if you reach out at the end of the semester regarding an assignment from the beginning of the semester, I will refer you back to this policy.

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](#).

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:

Assignments (excluding in-class assignments) and rollovers are always due on Thursdays. We do not have class on Thursdays.

Week or Module	Activities/Assignments/Exams	Due Date
Week 1 1/20 to 1/24	Monday – No Class Wednesday – Syllabus, Introduction, Chapter 1, Strategic Leadership Thursday – Syllabus Quiz, Chapter 1 Quiz	January 22, 2026
Week 2 1/25 to 1/31	Monday – Chapter 2, External Analysis Wednesday – Chapter 2, Simulation Intro Thursday – Chapter 2 Quiz	January 29, 2026
Week 3 2/1 to 2/7	Monday – Chapter 3, Internal Analysis Wednesday – Simulation Day Thursday – Chapter 3 Quiz	February 5, 2026
Week 4 2/8 to 2/14	Monday – Chapter 4, Functional - Level Strategy Wednesday – Simulation Day Thursday – Chapter 4 Quiz	February 12, 2026
Week 5 2/15 to 2/21	Monday – Chapter 5, Business- Level Strategy Wednesday – Simulation Day Thursday – Chapter 5 Quiz	February 19, 2026
Week 6 2/22 to 2/28	Monday – Chapter 6, Business- Level Strategy & the Industry Environment Wednesday – Simulation Day Thursday – Chapter 6 Quiz	February 26, 2026

Week or Module	Activities/Assignments/Exams	Due Date
Week 7 3/1 to 3/7	Monday – Review Wednesday – Exam 1 Thursday –	March 5, 2026
Week 8 3/8 to 3/14	Spring Break – No Content	N/A
Week 9 3/15 to 3/21	Monday – Chapter 7, Strategy and Technology Wednesday – Simulation Day Thursday – Chapter 7 Quiz	March 19, 2026
Week 10 3/22 to 3/28	Monday – Chapter 8, Strategy in the Global Environment Wednesday – Simulation Day Thursday – Chapter 8 Quiz, Strategic Case Analysis (SCA) Due	March 26, 2026
Week 11 3/29 to 4/4	Monday – Chapter 9 Corporate-Level Strategy Wednesday – SCA Presentations Thursday – Chapter 9 Quiz	April 3, 2026
Week 12 4/5 to 4/11	Monday – SCA Presentations Wednesday – Chapter 10, Corporate-Level Strategy Thursday – Chapter 10 Quiz	April 9, 2026
Week 13 4/12 to 4/18	Monday – Chapter 11, Corporate-Level Strategy Wednesday – Simulation Day Thursday – Chapter 11 Quiz	April 16, 2026
Week 14 4/19 to 4/25	Monday – Chapter 12, Strategy and Technology Wednesday – Review Thursday – Chapter 12 Quiz	April 23, 2026
Week 15 4/26 to 5/2	Monday – Exam 2 Wednesday – Presentations	April 30, 2026
Week 16 5/3 to 5/9	Monday – Presentations Wednesday – Presentations	May 7, 2026
Week 17 5/10 to 5/16	MFT Final Exam	May 13, 2026 from 8 – 10 AM

***Important note:** Tables are already set up for 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](#).