



Course Syllabus: Strategic Management
Dillard College of Business Administration
(MGMT 4853)
Fall 2024

Contact Information

Instructor: Dr. Yang Xu
Office: Dillard College 272A
Office hours: MW 1100am – 1400pm and T 1100am – 1200pm in person, via phone or email or online;
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Prerequisite: Graduating senior in business administration or consent of the chair.

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.

The aim of this course is to enhance your competitive thinking and analytical skills in conducting industry and business analysis. We will examine how a firm achieves a sustainable competitive advantage. To be successful, the firm's strategy must permeate all departments and functional areas. As such, this course integrates knowledge and skills gained from your studies in the functional areas of business. In drawing on these tools, we explicitly apply a general management point of view – we will analyze decisions and strategies in light of the total enterprise. You will have the ability to apply strategic analysis to practical business problems.

Textbook & Instructional Materials

- MindTap for Hill/Schilling's Strategic Management: Theory & Cases: An Integrated Approach, 1 term Instant Access by Charles W. L. Hill & Melissa A. Edition: 14th ISBN: 9780357716649, Publisher: Cengage Learning (Above item is part of a program where course materials are included in a course charge or tuition. Contact your campus store for more information.)
- GLO-BUS SIMULATION (Access) by Glo- Bus \$56.25, Publisher: GLO-BUS Software INC.
- Supplemental readings posted on Desire 2 Learn site at <https://d2l.msutexas.edu/d2l/home/114462>

Student Handbook

Refer to: [Student Handbook](#)

Academic Integrity, Dishonesty, and Plagiarism Policies

These policies are explained in the Student Handbook, in the section, Code of Student Conduct, Standards of Student Conduct, and in the most recent Electronic Catalog, under the Student Honor Creed. “By enrolling in this course the student expressly grants MSU a ‘limited right’ in all intellectual property created by the student for the purpose of this course. The ‘limited right’ shall include but shall not be limited to the right to reproduce the student’s work product in order to verify originality and authenticity, and educational purposes.” Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Violation of any of the guidelines in the MSU Student Honor Creed is an academic integrity violation. In short, cheating, collusion, and plagiarism will not be tolerated. The term “cheating” generally means representing someone else’s work as your own and includes, but is not limited to:

1. Failing to report to your professor any suspicion of cheating on exams.
2. Acting with intent to promote or assist cheating, including soliciting, encouraging, directing, or aiding attempts of fellow students to cheat before, during, or after an exam.
3. Soliciting information about exam questions from students who have taken a test.
4. Intentionally or negligently aiding someone taking an exam or quiz.
5. Looking or glancing at another student’s exam while the exam is being taken.
6. Soliciting answers from a fellow student during an exam or quiz.

Grading

Important note: You must turn in each assignment to complete/pass the course.

Quality Class Participation	100
Individual/Group Exit Tickets	100
Group Quizzes	100
CBA Presentations	100
GLO-BUS Simulation	300
Midterm Exam	150, or 0 if you waive midterm score
Final Exam	150, or 300 if you waive midterm score
TOTAL	1000 points

Grades will be based upon a percentage of those points earned by the student. There will be no substitutions for the above assignments. Final grades will follow the traditional demarcations as follows:

A = 93.00% and above	B- = 80.00% to 82.99%	D = 60.00% to 69.99%
A- = 90.00% to 92.99%	C+ = 77.00% to 79.99%	F = less than 60.00%
B+ = 87.00% to 89.99%	C = 73.00% to 76.99%	
B = 83.00% to 86.99%	C- = 70.00% to 72.99%	

Quality Class Participation (100 points maximum): 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 75 points for class participation. If you make significant contributions to class discussions, you may receive more than 75 points. However, if you miss classes, do not actively participate in class discussions or consistently make non-constructive comments, you may receive fewer than 75 points. You will lose 5 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. Please get materials and notes from a classmate.

Persistently low preparation and poor contributions will jeopardize your chances of receiving a good grade. Participation grades will be assessed according to the following criteria:

Exemplary (100%)	Average (75%)	Needs Improvement (50%)	Unacceptable (0%)
<ul style="list-style-type: none"> • 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 <u>demonstrate</u> a high level of preparation 	<ul style="list-style-type: none"> • You frequently make valuable contributions, though not every class • You are a constructive member during small group discussions • You consistently <u>demonstrate</u> a high level of preparation 	<ul style="list-style-type: none"> • You sporadically comment in class • During group discussions you are not a productive participant (i.e., you discuss matters unrelated to the course) • You <u>demonstrate</u> a poor level of preparation 	<ul style="list-style-type: none"> • You do not participate in class • You do not participate in group discussions • You <u>demonstrate</u> a poor level of preparation

Individual/Group Exit Tickets (100 points maximum): In some classes, students will have the opportunity of earning up to 10 points depending on the quality by responding to several questions about the materials under discussion. Students can answer a maximum of two questions per week but will only receive credit for the single question that scores the highest grade.

Group Quizzes (100 points maximum): For most classes, a group quiz will be given covering the materials under discussion. Each group can earn a maximum of 10 points on each quiz; however, the absent students cannot get any points.

Current Business Article (CBA) Presentations (100 points maximum): This is a small group project. Each group is required to present current business articles from Economist, Business Week, New York Times, Harvard Business Review, or Wall Street Journal. You can use the library databases and company websites for supplemental information. Instead of finding several articles without adequate depth about a company or a business leader, I suggest that your group find one article that provides enough depth and use other sources/articles to supplement. Each group will make three article presentations during the semester, and each presentation is worth a maximum of 50 points. Please find the due dates of these presentations on the attached schedule of classes. The best two presentations will count for your final grade.

Your specific tasks are the following: (a) identify and copy articles that relate to the concepts/frameworks in any chapter covered before the day of your CBA presentation; (b) analyze the contents of the article and prepare one-page, single-spaced written summary of your analysis; and (c) prepare slides based on your summary and make a 10-minute presentation in the class. Your group must provide me with a paper copy of items (a), (b), and (c) at least two business days before your scheduled CBA presentation.

GLO-BUS Simulation (300 points maximum): 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 your 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. Peer evaluations will be used to determine individual grades. The instructor will introduce the simulation in a later class.

Exams (300 points maximum): There will be two exams, a midterm and a final. 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. If you are not satisfied with your midterm score, you may ask me to discard it; however, you must submit your request to me via email at least one week **prior** to the final exam. You may not skip the midterm or take the final exam only. There is **no** make-up for the final exam – you **must** take the final at the assigned time – no exceptions.

Late Work

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.

Make Up Work/Tests

There is no make-up provision for any missed assignments and tests. If you feel that any material in this class has been improperly graded, you may submit a *written* appeal within one week of receiving the graded material to be regarded. In your appeal, you must both state and prove why you deserve more credit than you received.

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.

The class handouts, materials posted on D2L, and supplemental readings you will receive are copyrighted works. They are provided for your educational purposes only, and should not be copied or distributed.

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) exist 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 Clark Student Center, Room 168, (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

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

Week	Session	Readings/Assignments
Week 1 8/26	Introduction & exercise	Syllabus & Handouts
Week 2 9/2	Strategic Leadership	Chapter 1
Week 3 9/9	External Analysis	Chapter 2
Week 4 9/16	Internal Analysis	Chapter 3
Week 5 9/23	Functional-Level Strategy	Chapter 4 (CBA presentations)
Week 6 9/30	Business-Level Strategy	Chapter 5, GLO-BUS Simulation introduction (CBA presentations)
Week 7 10/7	Business-Level Strategy and the Industry Environment	Chapter 6, GLO-BUS Simulation (CBA presentations)
Week 8 10/14	Mid-term Exam	GLO-BUS Simulation
Week 9 10/21	Strategy and Technology	Chapter 7, GLO-BUS Simulation
Week 10 10/28	Strategy in the Global Environment	Chapter 8, GLO-BUS Simulation
Week 11 11/04	Corporate-Level Strategy	Chapters 9 & 10, GLO-BUS Simulation (CBA presentations)
Week 12 11/11	Corporate, Governance, Social Responsibility and Ethics	Chapter 11, GLO-BUS Simulation (CBA presentations)
Week 13 11/18	Implementing Strategy	Chapter 12, GLO-BUS Simulation (CBA presentations)
Week 14 11/25	<i>Thanksgiving Break</i>	
Week 15 12/2	GLO-BUS Simulation Presentations	
Week 16 12/7	Final Exam	GLO-BUS Simulation report due.