

## Course Syllabus

Midwestern State University  
Dillard College of Business Administration  
MGMT 4853.301  
Strategic Management  
Summer 1 Semester, 2022

Class Hours & Location: Monday – Thursday, 12:20 – 2:20 PM

### Instructor Contact Information

Instructor: Dr. Scott Manley  
Office: DB 272-A (Lalani Center for Entrepreneurship & Free Enterprise)  
Phone: 940-397-4366 (office)  
E-Mail: [scott.manley@msutexas.edu](mailto:scott.manley@msutexas.edu)

Office Hours: MTWR: 11:00 AM until Noon

### 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  
Note: Please see appendix for important information regarding this course material.
2. GLO-BUS Simulation. Register online at [www.glo-bus.com](http://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:

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. 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: Regular attendance is expected and roll will be taken. ***Students with more than 3 absences will be dropped from the course.*** Participation in class discussion is expected, and reading the assigned material and completing assignments ***prior*** to coming to class is required. See page 61 of the Midwestern State University *Student Handbook* for the official university attendance policy.

Academic Integrity: With regard to academic honesty, students are referred to the “Student Honor Creed” on page 6 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.*** Specifically, this means that students are not allowed to use any materials whatsoever when taking the course examinations. Students must remain silent when taking the exams, and no other technology may be used (i.e., cell phones, tablets, ear buds, etc.) When completing homework assignments, chapter quizzes, and GLO-BUS quizzes, students are allowed to use class reference materials (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) are in Part II of the MSU Texas *Student Handbook*.

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 page 58 of the MSU Texas *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.

**Classroom Behavior, Demeanor, and Technology:** Cell phones, iPods, iPads, laptops, and other electronic devices may not be used at all during class, and only course materials should be accessed over the computers in the lab. “Hoodies” may not be worn during class. Please behave professionally, and treat those around you with respect at all times. Students who fail to comply with these requirements will be asked to leave the classroom immediately and may be dropped from the course at my discretion and without prior notification. Please see page 73 of the MSU Texas *Student Handbook* for additional information.

**Communications:** When you have questions, please see me during office hours, e-mail 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 therein.

**Extra Credit:** There is no such thing as “extra credit” in this course. Grades are awarded based upon the points that students earn.

**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 on page 61 of the MSU Texas *Student Handbook*) 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, completing the homework, and taking the chapter quizzes 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 12:20 PM (for chapter quizzes) and 11:59 PM (for GLO-BUS decisions & quizzes) on the scheduled date.

Performance will be assessed based on the following components:

#### PREPARATION – 500 Points

Attendance: This class should be highly participatory, and you can't participate if you aren't present in class. It is also important to attend because your team members are dependent on your contribution to their success. Students will be awarded three points for each class they attend, up to a maximum of 60 points. If you are late, leave early, or fail to participate, expect a one point penalty for each incident. Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days they miss.

MindTap Homework: There are numerous and varied homework opportunities in MindTap. Students will earn one (1) point for each assignment, up to a maximum of 50 points.

Quizzes: 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. Each chapter quiz is worth 30 points, for a total of 390 points.

#### EXAMINATION – 500 Points

Exams (3): Exams will be composed of questions covering the material from the textbook. Exams are worth 125 points each, and will be taken online in D2L. The comprehensive final 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:

Major Field Test (MFT): The comprehensive college exit exam, worth 100 points, 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, worth 25 points, to help prepare for the MFT.

#### APPLICATION – 500 Points

GLO-BUS Simulation: You will participate in a business simulation where you are the top management team of a firm that manufactures action capture cameras and drones. 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, economics, 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 (220 points possible).
- A “board of directors” presentation where you discuss your firm’s performance (220 points possible).

*Note: Students will conduct a peer evaluation of team members that may contribute or detract from the overall individual performance & presentation grades.*

- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS (60 points possible).

Points are allocated for each course component as follows:

Course Component	Possible Points
<b>Preparation – up to 500 points</b>	
Attendance and Participation	60
MindTap Homework	50
Chapter Quizzes (13 quizzes at 30 points each)	390
<b>Examination – up to 500 points</b>	
Examinations (3 examinations at 125 points each)	375
Major Field Test	125
<b>Application – up to 500 points</b>	
GLO-BUS Quizzes (2 quizzes at 30 points each)	60
GLO-BUS Performance	220
GLO-BUS Presentation	220
<b>Total Points Possible</b>	<b>1,500</b>

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 – 1,049
F	≤ 59.9%	≤ 899

Semester grades will be reported through normal University channels with no exceptions.

Tentative Course Schedule (Dates are subject to change):

Date	Topic	Prep	What is Due?
May 31	Syllabus overview, course policies and procedures; Chapter 1 – Strategic Management & Strategic Competitiveness	Chapter 1	N/A
June 1	Chapter 2 – The External Environment, Chapter 3 – The Internal Environment	Chapters 2 & 3	N/A
June 2	Chapter 4 – Business-Level Strategy	Chapter 4	N/A
June 3	Make-up Day for Unit 1 (No class meeting)	N/A	Chapters 1-4 Quizzes
<b>June 5</b>	<b>Exam 1 – Chapters 1-4</b>	<b>N/A</b>	<b>Exam 1 (D2L) Unit 1 Homework</b>
June 6	Chapter 5 – Competitive Rivalry & Dynamics	Chapter 5	Chapter 5 Quiz
June 7	Chapter 6 – Corporate-Level Strategy	Chapter 6	Chapter 6 Quiz
June 8	Chapter 7 – Merger & Acquisition Strategies, Chapter 8 – International Strategy	Chapter 7 & 8	Chapters 7 & 8 Quizzes
June 9	Chapter 9 – Cooperative Strategy, GLO-BUS Practice Year 6	Chapter 9 & GLO-BUS Guide	Chapter 9 Quiz, GLO-BUS Decisions
<b>June 12</b>	<b>Exam 2 – Chapters 5-9</b>	<b>N/A</b>	<b>Exam 2 (D2L) Unit 2 Homework</b>
June 13	Chapter 10 – Corporate Governance	Chapter 10	Chapter 10 Quiz
June 14	Chapter 11 – Organizational Structure & Controls	Chapter 11	Chapter 11 Quiz
June 15	Chapter 12 – Strategic Leadership	Chapter 12	Chapter 12 Quiz
June 16	Chapter 13 – Strategic Entrepreneurship, GLO-BUS Practice Year 7	Chapter 13	Chapter 13 Quiz GLO-BUS Decisions
<b>June 19</b>	<b>Exam 3 – Chapters 10-13</b>	<b>N/A</b>	<b>Exam 3 (D2L) Unit 3 Homework</b>
June 20	GLO-BUS Year 6	GLO-BUS Guide	GLO-BUS Decisions, Quiz 1
June 21	GLO-BUS Year 7	N/A	GLO-BUS Decisions
June 22	GLO-BUS Year 8	N/A	GLO-BUS Decisions
June 23	GLO-BUS Year 9	N/A	GLO-BUS Decisions
<b>June 26</b>	<b>GLO-BUS Year 10</b>	<b>N/A</b>	<b>GLO-BUS Decisions</b>
June 27	GLO-BUS Year 11	GLO-BUS Guide	GLO-BUS Decisions, Quiz 2
June 28	GLO-BUS Year 12	N/A	GLO-BUS Decisions
June 29	Major Field Test	N/A	Major Field Test
June 30	GLO-BUS Presentations	N/A	GLO-BUS Presentations

## Appendix 1

### Textbook info for MGMT 4853

To: Students enrolled in MGMT 4853

From: MSU Texas Campus Bookstore

Mustangs,

Welcome to Summer I 22!

MGMT 4853 301 is included in the Courseware Access & Affordability Program at MSU Texas.

What does this mean?

1. Your materials will be available the first day of class, for all students in your class. To access your materials, please log into D2L and navigate to your course.
2. The charges for this material have been posted to your student account at the Business Office. If you want to “opt out” of this program and the cost savings, you will receive the “opt out” instructions in your [my.msutexas.edu](mailto:my.msutexas.edu) email on the second day of class. **Your last day to opt out is 06/10/22.**
3. The cost of your materials charged to your acct. is:  
COSM Electronic Courseware \$110.25  
Tax \$9.10

Comparable pricing at bookstore: \$167.20

Publisher’s website: \$120.00 (Before tax)

If you have any questions or need assistance, please feel free to contact us over at the MSU Bookstore (940) 397-4303.