



**Course Syllabus: Strategic Management**  
**Dillard College of Business Administration**  
**(MGMT 4853-X20)**  
**Spring 2026**

**Contact Information**

Instructor: Dr. Yang Xu  
Office: Dillard College 272A  
Office hours: MW 8:20am-9:20am & 2pm-3pm and Tuesdays 1pm-2pm in person, via phone or email or online; Other times by appointment.  
Office phone: (940) 397-4366  
E-mail: yang.xu@msutexas.edu  
Prerequisite: Graduating senior in business administration or consent of the chair.

**Course Description**

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 by developing a strategic case analysis and by participating in a computer business simulation.

**Textbook & Instructional Materials**

- ***Strategic Management: Theory & Cases: An Integrated Approach*** by Charles W. L. Hill & Melissa A. 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**

A copy of Instructor Policies is available on D2L.

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Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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

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

Table 1: Points allocated to each assignment

Assignments	Points
Weekly Online Discussions	200
Weekly Online Quizzes	200
Strategic Case Analysis	100
GLO-BUS Simulation	200
MFT	100
Exam 1	100, or 0 if you waive midterm score
Exam 2	100, or 200 if you waive midterm score
<b>TOTAL</b>	<b>1000 points</b>

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 = 90.00% and above

C = 70.00% to 79.99%

F = less than 60.00%

B = 80.00% to 89.99%

D = 60.00% to 69.99%

## Weekly Online Discussions (20 points maximum each)

Online 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 discussion participation, you must participate in an active and relevant way. Persistently low preparation and poor contributions will jeopardize your chances of receiving a good grade. The best ten discussion grades will count for your course grade. Each discussion participation grade will be assessed according to the following criteria:

Category	0 - 1	2	3	4
Delivery of initial post 4 pts	1 point - Initial response to discussion question is posted by Saturday. 0 points - Response is posted after Sunday.	Initial response to discussion question is posted by Friday.	Initial response to discussion question is posted by Thursday.	Initial response to discussion question is posted by Wednesday.
Quality of Initial Post 4 pts	0 points - Does not post 1 point - Posts are "hasty" with very little analysis. Utilizes poor spelling and grammar.	Provides satisfactory analysis. Few grammatical or spelling errors are noted in posts.	Very good. Provides very good examination of discussion question. Consistently uses grammatically correct posts with rare misspellings.	High quality. Applies concepts from text, personal and/or other sources. Provides evidence or logic. Provides thorough examination of discussion question. Posts are

Category	0 - 1	2	3	4
				grammatically correct with no misspellings.
Expression Within the Response to Other Posts 8 pts total (minimum - respond to 2 other posts) (4 points per post)	Posts responses which are short in length, offer no further insight into the topic or do not relate to the discussion content; makes short or irrelevant remarks i.e. "I agree;" "Good Job." Does not express opinions or ideas clearly; no or unclear connection to topic as evidenced in minimal expression of opinions or ideas.	Posts responses that are related to discussion content; prompts further discussion of topic. Opinions and ideas are stated clearly, with occasional lack of connection to topic.	Posts responses that are related to discussion content; prompts further discussion of topic. Opinions and ideas are stated clearly and connected to the topic.	Posts responses related to discussion topic; Expresses opinion and ideas in a clear and concise manner with obvious connection to topic.
Contribution to the Learning Community 4 pts	Does not make effort to participate in learning community as it develops or occasionally makes meaningful reflection on group's efforts; seems indifferent or makes marginal effort to become involved with group discussion.	Satisfactory attempt to direct the discussion and to present relevant viewpoints for consideration by group.	Attempts to direct the discussion and to present relevant viewpoints for consideration by group.	Aware of needs of community; Attempts to motivate the group discussion; moves analysis forward; builds upon comments of classmates; presents creative approaches to topic.

### **Weekly Online Quizzes (20 points maximum each)**

For most weeks, an online quiz will be given covering the materials under discussion. The best ten quiz grades will count for your course grade.

### **Strategic Case Analysis (100 points maximum)**

Please refer to [Strategic Case Analysis](#) for detailed instructions.

### **GLO-BUS Simulation (200 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. Please go to <https://www.glo-bus.com> to take tutorials once you register.

### **Major Field Test (MFT) (100 points maximum)**

We administer this comprehensive college exit exam in this class. There's study material in D2L. You'll also take a practice quiz to help prepare you for the MFT.

### **Exams (200 points maximum)**

There will be two online exams. 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 Exam 1 score, you may ask me to discard it; however, you must submit your request to me via email at least one week **prior** to Exam 2. You may not skip Exam 1 or take Exam 2 only. There is **no** make-up for Exam 2 – you **must** take Exam 2 – 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.

### **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](#).

### **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.

### **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 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**

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	Readings	Assignments
Week 1 1/19	<ul style="list-style-type: none"> <li>Syllabus &amp; Supplemental readings</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #1: Introduce yourself</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, January 25, 2025.</p>
Week 2 1/26	<ul style="list-style-type: none"> <li>Chapter 1: Strategic Leadership</li> <li>Chapter-related PowerPoint</li> <li>Lesson 1 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #2</li> <li>Complete online quiz #1</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 1, 2025.</p>
Week 3 2/2	<ul style="list-style-type: none"> <li>Chapter 2: External Analysis</li> <li>Chapter-related PowerPoint</li> <li>Lesson 2 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #3</li> <li>Complete online quiz #2</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 8, 2025.</p>
Week 4 2/9	<ul style="list-style-type: none"> <li>Chapter 3: Internal Analysis</li> <li>Chapter-related PowerPoint</li> <li>Lesson 3 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #4</li> <li>Complete online quiz #3</li> <li>GLO-BUS Simulation introduction</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 15, 2025.</p>
Week 5 2/16	<ul style="list-style-type: none"> <li>Chapter 4: Functional-Level Strategy</li> <li>Chapter-related PowerPoint</li> <li>Lesson 4 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #5</li> <li>Complete online quiz #4</li> <li>GLO-BUS Simulation</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 22, 2025.</p>
Week 6 2/23	<ul style="list-style-type: none"> <li>Chapter 5: Business-Level Strategy</li> <li>Chapter-related PowerPoint</li> <li>Lesson 5 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #6</li> <li>Complete online quiz #5</li> <li>GLO-BUS Simulation</li> <li>Strategic Case Analysis presentations</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 1, 2025.</p>
Week 7 3/2	<ul style="list-style-type: none"> <li>Chapter 6: Business-Level Strategy and the Industry Environment</li> <li>Chapter-related PowerPoint</li> <li>Lesson 6 class notes</li> </ul>	<ul style="list-style-type: none"> <li>Complete online discussion #7</li> <li>Complete online quiz #6</li> <li>GLO-BUS Simulation</li> <li>Strategic Case Analysis presentations</li> </ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 8, 2025.</p>
Week 8 3/9	<i>Spring Break</i>	
Week 9 3/16	<ul style="list-style-type: none"> <li><b>Exam 1</b></li> </ul>	<ul style="list-style-type: none"> <li>GLO-BUS Simulation</li> </ul>

Week	Readings	Assignments
Week 10 3/23	<ul style="list-style-type: none"><li>Chapter 7: Strategy and Technology</li><li>Chapter-related PowerPoint</li><li>Lesson 7 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #8</li><li>Complete online quiz #7</li><li>GLO-BUS Simulation</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 29, 2025.</p>
Week 11 3/30	<ul style="list-style-type: none"><li>Chapter 8: Strategy in the Global Environment</li><li>Chapter-related PowerPoint</li><li>Lesson 8 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #9</li><li>Complete online quiz #8</li><li>GLO-BUS Simulation</li><li>Strategic Case Analysis presentations</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 5, 2025.</p>
Week 12 4/6	<ul style="list-style-type: none"><li>Chapter 9: Corporate-Level Strategy</li><li>Chapter-related PowerPoint</li><li>Lesson 9 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #10</li><li>Complete online quiz #9</li><li>GLO-BUS Simulation</li><li>Strategic Case Analysis presentations</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 12, 2025.</p>
Week 13 4/13	<ul style="list-style-type: none"><li>Chapter 10: Corporate-Level Strategy</li><li>Chapter-related PowerPoint</li><li>Lesson 10 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #11</li><li>Complete online quiz #10</li><li>GLO-BUS Simulation</li><li>Strategic Case Analysis presentations</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 19, 2025.</p>
Week 14 4/20	<ul style="list-style-type: none"><li>Chapter 11: Corporate, Governance, Social Responsibility and Ethics</li><li>Chapter-related PowerPoint</li><li>Lesson 11 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #12</li><li>Complete online quiz #11</li><li>GLO-BUS Simulation</li><li>Strategic Case Analysis presentations</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 26, 2025.</p>
Week 15 4/27	<ul style="list-style-type: none"><li>Chapter 12: Implementing Strategy</li><li>Chapter-related PowerPoint</li><li>Lesson 12 class notes</li></ul>	<ul style="list-style-type: none"><li>Complete online discussion #13</li><li>Complete online quiz #12</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, May 3, 2025.</p>
Week 16 5/4	<ul style="list-style-type: none"><li><b>Exam 2</b></li><li>GLO-BUS Simulation presentations &amp; reports</li></ul> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, May 10, 2025.</p>	
	<b>MFT test during the final exam period</b>	