



Course Syllabus: Strategic Management
Dillard College of Business Administration
(MGMT 4853 Section 202)
Spring 2026

Contact Information

Instructor: Dr. Yang Xu
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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.
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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.

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.

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 will be distributed in class for your signature.

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
Quality Class Participation	100

Assignments	Points
Individual/Group Exit Tickets	100
Group Quizzes	100
Strategic Case Analysis	100
GLO-BUS Simulation	200
MFT	100
Exam 1	150, or 0 if you waive midterm score
Exam 2	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 = 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% | |

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 criteria in Table 2.

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.

Table 2: Class Participation grading rubric

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 	<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 	<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) 	<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

Exemplary (100%)	Average (75%)	Needs Improvement (50%)	Unacceptable (0%)
<ul style="list-style-type: none"> You consistently <u>demonstrate</u> a high level of preparation 	level of preparation	<ul style="list-style-type: none"> You <u>demonstrate</u> a poor level of preparation 	

Strategic Case Analysis (100 points maximum): The detailed instructions are provided in a separate handout.

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 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. Peer evaluations will be used to determine individual grades. The instructor will introduce the simulation in a later class.

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 (300 points maximum): There will be two exams. 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 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 the exam 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.

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	Session	Readings/Assignments
Week 1 1/19	Introduction & exercise	Syllabus & Handouts
Week 2 1/26	Strategic Leadership	Chapter 1
Week 3 2/2	External Analysis	Chapter 2
Week 4 2/9	Internal Analysis	Chapter 3; GLO-BUS Simulation introduction
Week 5 2/16	Functional-Level Strategy	Chapter 4, GLO-BUS Simulation
Week 6 2/23	Business-Level Strategy	Chapter 5, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 7 3/2	Business-Level Strategy and the Industry Environment	Chapter 6, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 8 3/9	<i>Spring Break</i>	
Week 9 3/16	Exam 1	GLO-BUS Simulation
Week 10 3/23	Strategy and Technology	Chapter 7, GLO-BUS Simulation
Week 11 3/30	Strategy in the Global Environment	Chapter 8, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 12 4/6	Corporate-Level Strategy	Chapter 9, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 13 4/13	Corporate-Level Strategy	Chapter 10, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 14 4/20	Corporate, Governance, Social Responsibility and Ethics	Chapter 11, GLO-BUS Simulation (Strategic Case Analysis presentations)
Week 15 4/27	Implementing Strategy	Chapter 12
Week 16 5/4	Exam 2	GLO-BUS Simulation Presentations & Reports
MFT test during the final exam period		