

## Course Syllabus

Midwestern State University  
Dillard College of Business Administration  
MGMT 4853.102  
Strategic Management  
Fall Semester, 2019

Class Hours: Mondays & Wednesdays, 12:30 – 1:50 PM  
Class Location: DB 324

### Instructor Contact Information

Instructor: Dr. Scott Manley  
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Office Hours: MTW: 9:30 until 11:00 AM; MW: 2:00 until 3:30 PM

### Course Material:

1. Hitt, MA, Ireland, RD & Hoskisson, RE (2013). Strategic Management: Competitiveness & Globalization (11th edition). ISBN: 978-1-285-42518-4.
2. GLO-BUS Simulation. Register online at [www.glo-bus.com](http://www.glo-bus.com) for \$44.95.

### 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 oral presentation skills in “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.

### *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 5 absences will be dropped.*** Participation in class discussion is expected, and reading the assigned material and completing assignments ***prior*** to coming to class is required. See page 43 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 8 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, without exception.*** Additional information regarding academic misconduct and the procedures for handling such misconduct (i.e., cheating, collusion, and plagiarism) may be found in Appendix E beginning on page 119 of the *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 Appendix F beginning on page 121 of the *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 Demeanor and Discussion: Cell phones, iPods, iPads, laptops, and other electronic devices may only be used in accordance with assigned course work during class. This includes accessing of non-course materials over the Internet. Please behave professionally, and treat those around you with respect at all times.

Communications: When you have questions, please feel free to see me after class, e-mail me, call me, or come by my office during office hours. All email should be sent from, and will be sent to, the student's 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 in class. However, please print and keep this syllabus as a reference because you are responsible for the assignments and information contained in the syllabus.

Extra Credit: There is no such thing as "extra credit" in this course. My personal belief is that in order to achieve extra credit, you must complete extra work. If one student requests extra work, it is only fair that all students have the opportunity to complete the extra work as well. If you are conscientious, attend class, and complete the assignments as directed, you will do well in the course. However, students do have two opportunities to earn bonus points: their score on the MFT exam and the Passport. Students scoring in the top 10% (based on global scores) on the MFT receive a 25 point bonus. Students may also participate in Passport events. The Passport, which will be provided via D2L, has the event information and points available for each event.

Food and Drink Policy: Per Dillard College of Business policy, no food or drinks, except for bottled water, are allowed in the classroom.

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) may make up a missed exam. Exams are normally made up via the comprehensive final exam. In any case, you are expected to call me prior to the test deadline if you must miss a test. If I am not in my office 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: Students are expected to be prepared by reading the assigned chapter prior to class.

Mid-term Grades: In order to help students track progress towards the course objectives, the professor will provide a midterm progress report through at-risk students' WebWorld accounts. Mid-term grades will not be reported on the student's transcript, nor will they be calculated in the cumulative GPA. Instead, they are to provide students the opportunity to take corrective action by seeking assistance, scheduling a meeting, etc.

Timeliness of work: There is no grace period for the quizzes and simulation decisions because the computer automatically processes the decisions on the scheduled date at 12:30 PM (for chapter quizzes) and 11:00 PM (for GLO-BUS decisions).

Written Assignments: All written assignments are to be single-spaced, have one inch margins, and use a 12-point font (specific font must present a business appearance and be similar in “size” to Times New Roman or Arial). Written assignments should also have a header containing their name, the course name & section, and date.

Performance will be assessed based on the following components:

Short Bio: This assignment requires a one page, single-spaced, 12-point font written biography on the student. Students should demonstrate their ability to import a recent photo (approximately 2”x3”) into the word document. The document must be uploaded via D2L as directed in the instructions for the assignment.

Quizzes (13): All 13 chapter quizzes are online from the first day of class. They may be taken a total of twice prior to the beginning of class on the date listed on the syllabus. 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.

Exams (3): Exams will be composed of questions covering the material from chapters, GLO-BUS simulation, class discussion and guest speakers. Exams will be taken online in the lab during the regularly scheduled class time. See note on Exam 4 (Final Exam) below.

Major Field Test (MFT): The MFT is an important part of our Dillard College of Business assurance of learning process for AACSB accreditation that assesses all of your business core and professional business core coursework. You will take a practice quiz to help prepare for the MFT, but because of the cumulative and dynamic nature of learning there is no readily accessible study or review guide. Thus, please consider all of Strategic Management to be part of your MFT review.

GLO-BUS Simulation: You will participate in a business simulation where you are the top management team of a digital camera manufacturing firm. 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, 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 (125 points possible).

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

- A “board of directors” presentation where you discuss your firm’s performance (125 points possible).
- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS (60 points possible).

Final Exam: Optional comprehensive exam over all material from the semester. This exam is given as a makeup exam should a student miss any previous exam, or should a student desire to take the final exam to replace a lower grade on prior exams. Please allow two full hours to complete the final examination. Because this exam is optional, it must be scheduled by contacting me directly.

Participation: This class should be highly participatory and thus my intent is that every student should earn maximum credit for participation. You can’t participate if you aren’t present in class, so it is very important that you attend each class. It is also important to attend because your team members are dependent on your contribution to the team’s success. If you are late, leave early, or fail to participate expect a two point penalty for each incident. The first time you miss a class (excluding the first day of class), you receive a four point penalty. The penalty doubles with each additional absence, up to a maximum of 32 points per absence. Therefore, it is possible to receive a negative total score for participation. Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days they miss.

Points are allocated for each course component as follows:

| Course Component                                 | Possible Points |
|--|-----------------|
| Short Bio  | 30              |
| Chapter Quizzes (13 quizzes at 20 points each)   | 260             |
| Examinations (3 examinations at 150 points each) | 450             |
| GLO-BUS Quizzes (2 quizzes at 30 points each)    | 60              |
| Course Participation                             | 100             |
| GLO-BUS Performance                              | 125             |
| GLO-BUS Presentation                             | 125             |
| MFT Practice Quiz                                | 50              |
| MFT  | 100             |
| <b>Total Points Possible</b>                     | <b>1,300</b>    |

Grades will be assigned based on the following scale:

| Course Grade | Percentage    | Points        |
|--------------|---------------|---------------|
| A            | ≥ 90.0%       | ≥ 1,170       |
| B            | 80.0% - 89.9% | 1,040 – 1,169 |
| C            | 70.0% - 79.9% | 910 – 1,039   |
| D            | 60.0% - 69.9% | 780 – 909     |
| F            | ≤ 59.9%       | ≤ 779         |

Tentative Course Schedule (Dates are subject to change):

| Date                       | Topic  | Prep or Reading               | What is Due?            |
|----------------------------|--|-------------------------------|-------------------------|
| August 26 <sup>th</sup>    | Welcome and Course Overview  | Syllabus                      | N/A                     |
| August 28 <sup>th</sup>    | Strategic Management and Strategic Competitiveness   | Chapter 1                     | Quiz 1, Short Bio       |
| September 2 <sup>nd</sup>  | Labor Day Holiday  | N/A                           | N/A                     |
| September 4 <sup>th</sup>  | The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis                          | Chapter 2                     | Quiz 2                  |
| September 9 <sup>th</sup>  | The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages                        | Chapter 3                     | Quiz 3, GLO-BUS Teams   |
| September 11 <sup>th</sup> | Business Level Strategy  | Chapter 4                     | Quiz 4                  |
| September 16 <sup>th</sup> | Lab – Exam 1 (Online during class)<br>GLO-BUS Practice Round 1   | Chapters 1–4<br>GLO-BUS Guide | Round 1 – Y6 (Practice) |
| September 18 <sup>th</sup> | Competitive Rivalry and Competitive Dynamics   | Chapter 5                     | Quiz 5                  |
| September 23 <sup>rd</sup> | Lab – GLO-BUS Practice Round 2<br>GLO-BUS Quiz 1 (In class)  | GLO-BUS Guide                 | Round 2 – Y7 (Practice) |
| September 25 <sup>th</sup> | Corporate-Level Strategy   | Chapter 6                     | Quiz 6                  |
| September 30 <sup>th</sup> | Merger and Acquisition Strategies  | Chapter 7                     | Quiz 7                  |
| October 2 <sup>nd</sup>    | Lab – GLO-BUS  | GLO-BUS Guide                 | Round 1 – Y6            |
| October 7 <sup>th</sup>    | Lab – GLO-BUS  | GLO-BUS Guide                 | Round 2 – Y7            |
| October 9 <sup>th</sup>    | International Strategy   | Chapter 8                     | Quiz 8                  |
| October 14 <sup>th</sup>   | Lab – GLO-BUS  | GLO-BUS Guide                 | Round 3 – Y8            |
| October 16 <sup>th</sup>   | Cooperative Strategy   | Chapter 9                     | Quiz 9                  |
| October 21 <sup>st</sup>   | Lab – Exam 2<br>Lab – GLO-BUS  | Chapters 5–9<br>GLO-BUS Guide | Exam 2<br>Round 4 – Y9  |
| October 23 <sup>rd</sup>   | Corporate Governance   | Chapter 10                    | Quiz 10                 |
| October 28 <sup>th</sup>   | Lab – GLO-BUS<br>GLO-BUS Quiz 2 (In class)   | GLO-BUS Guide                 | Round 5 – Y10           |
| October 30 <sup>th</sup>   | Organizational Structure and Controls  | Chapter 11                    | Quiz 11                 |
| November 4 <sup>th</sup>   | Lab – GLO-BUS  | GLO-BUS Guide                 | Round 6 – Y11           |
| November 6 <sup>th</sup>   | Strategic Leadership   | Chapter 12                    | Quiz 12                 |
| November 11 <sup>th</sup>  | CAAP Test first, then GLO-BUS<br>(Meet first in classroom, then go to lab)   | GLO-BUS Guide                 | Round 7 – Y12           |
| November 13 <sup>th</sup>  | Strategic Entrepreneurship   | Chapter 13                    | Quiz 13                 |
| November 18 <sup>th</sup>  | Lab – GLO-BUS<br>MFT Practice Quiz   | GLO-BUS Guide                 | Round 8 – Y13           |
| November 20 <sup>th</sup>  | Lab – Exam 3 (Online during class)   | Chapters 10–13                | Exam 3                  |
| November 25 <sup>th</sup>  | Lab – Major Field Test<br>(Meet at 7:00 AM)  | N/A                           | N/A                     |
| November 27 <sup>th</sup>  | Thanksgiving Holiday   | N/A                           | N/A                     |
| December 2 <sup>nd</sup>   | GLO-BUS Board Presentation<br>(Priddy Conference Room)   | N/A                           | Completed Passports     |
| December 4 <sup>th</sup>   | GLO-BUS Board Presentation<br>(Priddy Conference Room)   | N/A                           | GLO-BUS Evaluations     |
| December 11 <sup>th</sup>  | Optional Comprehensive Final Exam*<br>(This exam will only be administered if necessary, and must be scheduled with me). | Chapters 1–13                 | Final Exam              |