

## Course Syllabus

Midwestern State University  
Dillard College of Business Administration  
MGMT 4853.202  
Strategic Management  
Spring 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: MTWR: 9:30 – 11:30 AM; MW: 2:00 – 3:30 PM; T: 8:00 – 11:00 AM

### 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:

Consent of advisor; **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.

*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 6 absences will receive an “F” in the course, without exception.*** 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: Reading assignments are specifically listed on the syllabus. Students are expected to be prepared by reading the assigned coursework prior to class.

Timeliness of work: There is no grace period for the quizzes and simulation decisions because the computer automatically processes the decisions at 8 AM (for chapter quizzes) and 11PM (for GLO-BUS decisions) on the scheduled date.

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 comprehensive college exit exam 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 to help prepare for the MFT.

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: Comprehensive exam over all material from the semester. This exam is given as a makeup exam should a student miss any previous exam, or is optional should a student desire to take the final exam to replace a lower grade on prior exams. This exam must be scheduled in advance; please allow two full hours to complete the final examination.

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, 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. ***Students with more than 6 absences will receive an “F” in the course, without exception.***

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
Total Points Possible	1,300

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

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

Tentative Course Schedule (Dates are subject to change):

Date	Topic	Prep or Reading	What is Due?
January 14 <sup>th</sup>	Welcome and Course Overview	Syllabus	N/A
January 16 <sup>th</sup>	Strategic Management and Strategic Competitiveness	Chapter 1	Quiz 1, Short Bio
January 21 <sup>st</sup>	Martin Luther King, Jr. Day Holiday	N/A	N/A
January 23 <sup>rd</sup>	The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis	Chapter 2	Quiz 2
January 28 <sup>th</sup>	The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages	Chapter 3	Quiz 3, GLO-BUS Teams
January 30 <sup>th</sup>	Business Level Strategy	Chapter 4	Quiz 4
February 4 <sup>th</sup>	Exam 1 (Online during class) GLO-BUS Practice Round 1	Chapters 1–4 GLO-BUS Guide	(Practice) Round 1 – Y6
February 6 <sup>th</sup>	Competitive Rivalry and Competitive Dynamics	Chapter 5	Quiz 5
February 11 <sup>th</sup>	GLO-BUS Practice Round 2 GLO-BUS Quiz 1	GLO-BUS Guide	(Practice) Round 2 – Y7
February 13 <sup>th</sup>	Corporate-Level Strategy	Chapter 6	Quiz 6
February 18 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 1 – Y6
February 20 <sup>th</sup>	Merger and Acquisition Strategies	Chapter 7	Quiz 7
February 25 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 2 – Y7
February 27 <sup>th</sup>	International Strategy	Chapter 8	Quiz 8
March 4 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 3 – Y8
March 6 <sup>th</sup>	Cooperative Strategy	Chapter 9	Quiz 9
March 11 <sup>th</sup>	Exam 2 GLO-BUS	Chapters 5–9 GLO-BUS Guide	Exam 2 Round 4 – Y9
March 13 <sup>th</sup>	Corporate Governance	Chapter 10	Quiz 10
March 18 <sup>th</sup> & 20 <sup>th</sup>	Spring Break	N/A	N/A
March 25 <sup>th</sup>	Organizational Structure and Controls	Chapter 11	Quiz 11
March 27 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 5 – Y9
April 1 <sup>st</sup>	Strategic Leadership	Chapter 12	Quiz 12
April 3 <sup>rd</sup>	GLO-BUS GLO-BUS Quiz 2	GLO-BUS Guide	Round 6 – Y11
April 8 <sup>th</sup>	Strategic Entrepreneurship	Chapter 13	Quiz 13
April 10 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 7 – Y12
April 15 <sup>th</sup>	Exam 3 (Online during class)	Chapters 10–13	Exam 3
April 17 <sup>th</sup>	GLO-BUS MFT Practice Quiz	GLO-BUS Guide	Round 8 – Y13
April 22 <sup>nd</sup>	Major Field Test	N/A	N/A
April 24 <sup>th</sup>	GLO-BUS Board Presentation (Priddy Conference Room)	N/A	Completed Passports
April 29 <sup>th</sup>	GLO-BUS Board Presentation (Priddy Conference Room)	N/A	N/A
May 1 <sup>st</sup>	GLO-BUS Board Presentation (Priddy Conference Room)	N/A	GLO-BUS Evaluations
Optional	Comprehensive Final Exam 8:00 – 10:00 AM	Chapters 1–13	Optional Final Exam