

## Course Syllabus

Midwestern State University  
Dillard College of Business Administration  
MGMT 4853.203  
Strategic Management  
Spring Semester, 2020

Class Hours: Mondays & Wednesdays, 3:30 – 4:50 PM  
Class Location: DB 324

### Instructor Contact Information

Instructor: Dr. Scott Manley  
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Office Hours: MW: 9:30 – 11:00 AM and 2:00 – 3:00 PM; Other times by appointment.

### Course Material:

1. MindTap for Hitt, MA, Ireland, RD & Hoskisson, RE (2020). Strategic Management: Competitiveness & Globalization (13th edition). ISBN-10: 1-337-91675-7 or 13: 978-1-337-91675-2.
2. GLO-BUS Simulation. Register online at [www.glo-bus.com](http://www.glo-bus.com) for \$44.95. The professor will provide registration codes when teams have been finalized.

### 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 5 absences will be dropped from 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 25 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 in 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 in 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 Technology: Cell phones, iPods, iPads, laptops, and desktop 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. Students who fail to comply with this requirement will be asked to leave the classroom immediately.

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 multiple opportunities to earn bonus point at Dillard College passport events. The passport, which will be provided via D2L, has the event and points information.

Food and Drink Policy: No food or drinks are allowed in the computer labs.

Make-up Tests: Make-up work or alternative assignments will be 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. Otherwise, exams are 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 chapter and/or related coursework prior to class.

Timeliness of work: There is no grace period for the quizzes and simulation decisions because the computer automatically processes the quizzes at 3:30 PM on the due date and GLO-BUS processes decisions at 11:00 PM on the scheduled date. Homework is available until the examination. Late work will not be accepted.

*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 professional photo (approximately 2"x3") into the word document. The document must be uploaded via D2L.

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.

Examinations (3): Exams will be composed of questions covering the material from chapters, and will be taken online in the lab during the regularly scheduled class time.

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 and drone manufacturing firm. The purpose of the simulation is to learn implementation skills for the strategies being developed in the class, which 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 must conduct a peer and self-evaluation that may contribute or detract from their 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: This comprehensive 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, and will be taken in the professor’s office.

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 two points for each class they attend, up to a maximum of 50 points. If you are late, leave early, or fail to participate, expect a one point penalty for each incident. With twenty-nine (29) scheduled class meetings, you can miss up to four classes without a grade penalty. *However, students with more than 5 unauthorized absences will be dropped from the course, without exception.* Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days they miss.

Homework: There are numerous and varied homework opportunities in MindTap. Students will earn one (1) point for each assignment, up to a maximum of fifty (50) points. With sixty three (63) homework assignments, you can skip up to thirteen assignments without a grade penalty.

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
MFT Practice Quiz	50
MFT	100
Attendance	Up to 50
MindTap Homework	Up to 50
GLO-BUS Quizzes (2 quizzes at 30 points each)	60
GLO-BUS Performance	125
GLO-BUS Presentation	125
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

Tentative Course Schedule (Dates are subject to change):

Date	Topic	Prep or Reading	What is Due?
January 22 <sup>nd</sup>	Welcome and Course Overview	Syllabus	N/A
January 27 <sup>th</sup>	Strategic Management and Strategic Competitiveness	Chapter 1	Quiz 1, Short Bio
January 29 <sup>th</sup>	The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis	Chapter 2	Quiz 2
February 3 <sup>rd</sup>	GLO-BUS Introduction & Overview	GLO-BUS Guide	N/A
February 5 <sup>th</sup>	The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages	Chapter 3	Quiz 3, GLO-BUS Teams
February 10 <sup>th</sup>	Business Level Strategy	Chapter 4	Quiz 4
February 12 <sup>th</sup>	Exam 1 (Online during class) GLO-BUS Practice Round 1	Chapters 1–4 GLO-BUS Guide	(Practice) Round 1 – Y6
February 17 <sup>th</sup>	Competitive Rivalry and Competitive Dynamics	Chapter 5	Quiz 5
February 19 <sup>th</sup>	GLO-BUS Practice Round 2 GLO-BUS Quiz 1	GLO-BUS Guide	(Practice) Round 2 – Y7
February 24 <sup>th</sup>	Corporate-Level Strategy	Chapter 6	Quiz 6
February 26 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 1 – Y6
March 2 <sup>nd</sup>	Merger and Acquisition Strategies	Chapter 7	Quiz 7
March 4 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 2 – Y7
March 9 <sup>th</sup>	International Strategy	Chapter 8	Quiz 8
March 11 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 3 – Y8
March 23 <sup>rd</sup>	Cooperative Strategy	Chapter 9	Quiz 9
March 25 <sup>th</sup>	Exam 2 GLO-BUS	Chapters 5–9 GLO-BUS Guide	Exam 2 Round 4 – Y9
March 30 <sup>th</sup>	Corporate Governance	Chapter 10	Quiz 10
April 1 <sup>st</sup>	Organizational Structure and Controls	Chapter 11	Quiz 11
April 6 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 5 – Y9
April 8 <sup>th</sup>	Strategic Leadership	Chapter 12	Quiz 12
April 13 <sup>th</sup>	GLO-BUS GLO-BUS Quiz 2	GLO-BUS Guide	Round 6 – Y11
April 15 <sup>th</sup>	Strategic Entrepreneurship	Chapter 13	Quiz 13
April 20 <sup>th</sup>	GLO-BUS	GLO-BUS Guide	Round 7 – Y12
April 22 <sup>nd</sup>	Exam 3 (Online during class)	Chapters 10–13	Exam 3
April 27 <sup>th</sup>	GLO-BUS MFT Practice Quiz	GLO-BUS Guide	Round 8 – Y13
April 29 <sup>th</sup>	Major Field Test	N/A	N/A
May 4 <sup>th</sup>	GLO-BUS Board Presentation (Priddy Conference Room)	N/A	Completed Passports
May 6 <sup>th</sup>	GLO-BUS Board Presentation (Priddy Conference Room)	N/A	GLO-BUS Peer Evaluations
Optional	Final Exam (Must be scheduled)	Chapters 1–13	Optional Final Exam