



**Course Syllabus: Strategic Management
Dillard College of Business Administration
(MGMT 4853-X20)
Spring 2025**

Contact Information

Instructor: Dr. Yang Xu
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Office hours: MW 8:20am-9:20am, 11am-12pm and 2pm-2:30pm in person, via phone or email or online; Other times by appointment.
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Prerequisites: 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 procedure](#))
- Supplemental readings posted on Desire 2 Learn site at <https://d2l.msutexas.edu/d2l/home/121267>

Instructor Policies

Refer to: [Instructor Policies](#)

Student Handbook

Refer to: [Student Handbook](#)

Academic Integrity, Dishonesty, and Plagiarism Policies

These policies are explained in the Student Handbook, in the section, Code of Student Conduct, Standards of Student Conduct, and in the most recent Electronic Catalog, under the Student Honor Creed. “By enrolling in this course the student expressly grants MSU a ‘limited right’ in all intellectual property created by the student for the purpose of this course. The ‘limited right’ shall include but shall not be limited to the right to reproduce the student’s work product in order to verify

originality and authenticity, and educational purposes.” Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Violation of any of the guidelines in the MSU Student Honor Creed is an academic integrity violation. In short, cheating, collusion, and plagiarism will not be tolerated. The term “cheating” generally means representing someone else’s work as your own and includes, but is not limited to:

1. Failing to report to your professor any suspicion of cheating on exams.
2. Acting with intent to promote or assist cheating, including soliciting, encouraging, directing, or aiding attempts of fellow students to cheat before, during, or after an exam.
3. Soliciting information about exam questions from students who have taken a test.
4. Intentionally or negligently aiding someone taking an exam or quiz.
5. Looking or glancing at another student’s exam while the exam is being taken.
6. Soliciting answers from a fellow student during an exam or quiz.

Grading

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

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
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% | |

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	Provides satisfactory analysis. Few grammatical or	Very good. Provides very good examination of discussion question.	High quality. Applies concepts from text, personal and/or other sources. Provides

	analysis. Utilizes poor spelling and grammar.	spelling errors are noted in posts.	Consistently uses grammatically correct posts with rare misspellings.	evidence or logic. Provides thorough examination of discussion question. Posts are 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) ([registration procedure](#))

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 (300 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](#).

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 Clark Student Center, Room 168, (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 1/20	<ul style="list-style-type: none"> Syllabus & Supplemental readings 	<ul style="list-style-type: none"> Complete online discussion #1: Introduce yourself <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, January 26, 2025.</p>
Week 2 1/27	<ul style="list-style-type: none"> Chapter 1: Strategic Leadership Chapter-related PowerPoint Lesson 1 class notes 	<ul style="list-style-type: none"> Complete online discussion #2 Complete online quiz #1 <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 2, 2025.</p>
Week 3 2/3	<ul style="list-style-type: none"> Chapter 2: External Analysis Chapter-related PowerPoint Lesson 2 class notes 	<ul style="list-style-type: none"> Complete online discussion #3 Complete online quiz #2 <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 9, 2025.</p>
Week 4 2/10	<ul style="list-style-type: none"> Chapter 3: Internal Analysis Chapter-related PowerPoint Lesson 3 class notes 	<ul style="list-style-type: none"> Complete online discussion #4 Complete online quiz #3 <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 16, 2025.</p>
Week 5 2/17	<ul style="list-style-type: none"> Chapter 4: Functional-Level Strategy Chapter-related PowerPoint Lesson 4 class notes 	<ul style="list-style-type: none"> Complete online discussion #5 Complete online quiz #4 GLO-BUS Simulation introduction Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, February 23, 2025.</p>
Week 6 2/24	<ul style="list-style-type: none"> Chapter 5: Business-Level Strategy Chapter-related PowerPoint Lesson 5 class notes 	<ul style="list-style-type: none"> Complete online discussion #6 Complete online quiz #5 GLO-BUS Simulation Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 2, 2025.</p>

Week 7 3/3	<ul style="list-style-type: none"> • Chapter 6: Business-Level Strategy and the Industry Environment • Chapter-related PowerPoint • Lesson 6 class notes 	<ul style="list-style-type: none"> • Complete online discussion #7 • Complete online quiz #6 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 9, 2025.</p>
Week 8 3/10	<i>Spring Break</i>	
Week 9 3/17	<ul style="list-style-type: none"> • Exam 1 • Chapter 7: Strategy and Technology • Chapter-related PowerPoint • Lesson 7 class notes 	<ul style="list-style-type: none"> • Complete online discussion #8 • Complete online quiz #7 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 23, 2025.</p>
Week 10 3/24	<ul style="list-style-type: none"> • Chapter 8: Strategy in the Global Environment • Chapter-related PowerPoint • Lesson 8 class notes 	<ul style="list-style-type: none"> • Complete online discussion #9 • Complete online quiz #8 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, March 30, 2025.</p>
Week 11 3/31	<ul style="list-style-type: none"> • Chapter 9: Corporate-Level Strategy • Chapter-related PowerPoint • Lesson 9 class notes 	<ul style="list-style-type: none"> • Complete online discussion #10 • Complete online quiz #9 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 6, 2025.</p>
Week 12 4/7	<ul style="list-style-type: none"> • Chapter 10: Corporate-Level Strategy • Chapter-related PowerPoint • Lesson 10 class notes 	<ul style="list-style-type: none"> • Complete online discussion #11 • Complete online quiz #10 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 13, 2025.</p>
Week 13 4/14	<ul style="list-style-type: none"> • Chapter 11: Corporate, Governance, Social Responsibility and Ethics • Chapter-related PowerPoint • Lesson 11 class notes 	<ul style="list-style-type: none"> • Complete online discussion #12 • Complete online quiz #11 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 20, 2025.</p>

Week 14 4/21	<ul style="list-style-type: none"> • Chapter 12: Implementing Strategy • Chapter-related PowerPoint • Lesson 12 class notes 	<ul style="list-style-type: none"> • Complete online discussion #13 • Complete online quiz #12 • GLO-BUS Simulation • Strategic Case Analysis presentations <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, April 27, 2025.</p>
Week 15 4/28	<p>Strategic Case Analysis Presentations & GLO-BUS Simulation</p> <p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, May 4, 2025.</p>	
Week 16 5/5	<ul style="list-style-type: none"> • Exam 2 • GLO-BUS Simulation presentations & reports 	<p>Submit the Lesson Assignments by 11:59 PM Central Time (ET) on Sunday, May 11, 2025.</p>
Week 17 5/12	<p>MFT test during the final exam period</p>	