

*Midwestern State University
Dillard College of Business Administration
MGMT 4853.101
Strategic Management
Fall Semester, 2021*

Class Hours: Mondays & Wednesdays, 8:00 – 9:20 AM
Class Location: DB 324

Instructor Contact Information

Instructor: Dr. Scott Manley
Office: DB 272-A (Lalani Center for Entrepreneurship & Free Enterprise)
Phone: 940-397-4366
E-Mail: scott.manley@msutexas.edu
Office Hours: MW: 9:30 – 11:00 AM; T: 10:00 AM – Noon.

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 for \$44.95. The professor will provide registration codes when teams have been finalized.
3. A computer with webcam and high speed internet access.

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 must 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 the University's webpage at <https://msutexas.edu.edu/campus-carry>.

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: Other than the Dillard College Passport, 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.

Food and Drink Policy: No food or drinks are allowed in the computer labs (DB 324 is a computer lab).

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 8:00 AM 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:

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 six (28) scheduled class meetings, you can miss three classes without a grade penalty. Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days they miss. Chapter Quizzes (13): All 13 chapter quizzes are online in MindTap 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.

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.
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.
- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS.

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.

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

Dillard College Passport: Students have the opportunity to earn up to 5% additional course credit (75 bonus points) by completing specific assignments outside of the regular class time. These assignments should be considered "career preparation," and as such are completely optional.

Optional 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. Students who wish to take the final examination must notify me to schedule the exam.

Points are allocated for each course component as follows:

Course Component	Possible Points
Attendance	50
Chapter Quizzes (13 quizzes at 30 points each)	390
Examinations (3 examinations at 125 points each)	375
GLO-BUS	
Quizzes (2 at 30 points each)	60
Company Performance	220
Presentation to “Board of Directors”	220
Major Field Test:	
Practice Quiz	25
MFT	100
MindTap Homework	60
Dillard College Passport	75
Total Points Possible	1,575

Grades will be assigned based on the following scale:

Course Grade	Percentage	Points
A	≥ 90.0%	≥ 1,350
B	80.0% - 89.9%	1,200 – 1,349
C	70.0% - 79.9%	1,050 – 1,199
D	60.0% - 69.9%	900 – 1049
F	≤ 59.9%	≤ 899

Tentative Course Schedule (Dates are subject to change):

Date	Topic	Prep or Reading	What is Due?
Monday, 08/23	Welcome and Course Overview	Syllabus	N/A
Wednesday, 08/25	Strategic Management and Strategic Competitiveness	Chapter 1	Quiz 1, Short Bio
Monday, 08/30	The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis	Chapter 2	Quiz 2
Wednesday, 09/01	The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages	Chapter 3	Quiz 3, GLO-BUS Teams
Monday, 09/06	No class due to Labor Day holiday	N/A	N/A
Wednesday, 09/08	Business Level Strategy	Chapter 4	Quiz 4
Monday, 09/13	GLO-BUS Introduction & Overview	GLO-BUS Guide	N/A
Wednesday, 09/15	Exam 1 GLO-BUS Practice Round 1	Chapters 1–4 GLO-BUS Guide	(Practice) Round 1 – Y6
Monday, 09/20	Competitive Rivalry and Competitive Dynamics	Chapter 5	Quiz 5
Wednesday, 09/22	GLO-BUS Practice Round 2 GLO-BUS Quiz 1	GLO-BUS Guide	(Practice) Round 2 – Y7
Monday, 09/27	Corporate-Level Strategy	Chapter 6	Quiz 6
Wednesday, 09/29	GLO-BUS	GLO-BUS Guide	Round 1 – Y6
Monday, 10/04	Merger and Acquisition Strategies	Chapter 7	Quiz 7
Wednesday, 10/06	GLO-BUS	GLO-BUS Guide	Round 2 – Y7
Monday, 10/11	International Strategy	Chapter 8	Quiz 8
Wednesday, 10/13	GLO-BUS	GLO-BUS Guide	Round 3 – Y8
Monday, 10/18	Cooperative Strategy	Chapter 9	Quiz 9
Wednesday, 10/20	Exam 2 GLO-BUS	Chapters 5–9 GLO-BUS Guide	Exam 2 Round 4 – Y9
Monday, 10/25	Corporate Governance	Chapter 10	Quiz 10
Wednesday, 10/27	GLO-BUS	GLO-BUS Guide	Round 5 – Y10
Monday, 11/01	Organizational Structure and Controls	Chapter 11	Quiz 11
Wednesday, 11/03	GLO-BUS	GLO-BUS Guide	Round 6 – Y11
Monday, 11/08	Strategic Leadership	Chapter 12	Quiz 12
Wednesday, 11/10	GLO-BUS GLO-BUS Quiz 2	GLO-BUS Guide	Round 6 – Y12
Monday, 11/15	Strategic Entrepreneurship	Chapter 13	Quiz 13
Wednesday, 11/17	GLO-BUS Exam 3	GLO-BUS Guide	Round 7 – Y13 Exam 3
Monday, 11/22	Major Field Test	N/A	N/A
Wednesday, 11/24	No class due to Thanksgiving holiday	N/A	N/A
Monday, 11/29	GLO-BUS Board Presentations	N/A	N/A
Wednesday, 12/01	GLO-BUS Board Presentations	N/A	GLO-BUS Peer Evaluations
Wednesday, 12/06	Final Examination (To take the final, it must be scheduled)	Chapters 1 – 13	Optional