

## Course Syllabus

Midwestern State University  
Dillard College of Business Administration  
MGMT 4853.202  
Strategic Management  
Spring Semester, 2024

Class Hours: Mondays & Wednesdays, 12:30 – 1:50 PM  
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 (office)  
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Office Hours: M/W; 9:30 until 11:00 AM; T/R: 10:00 until 11:00 AM

### Course Material:

1. MindTap for Hitt, MA, Ireland, RD & Hoskisson, RE (2024). Strategic Management: Competitiveness & Globalization (14th edition) (Note: This has been included with your MSU fees & tuition)
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 the GLO-BUS 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 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.
- *Our students will be ethical decision makers.*  
Through the GLO-BUS simulation, students will gain an understanding of the ethical impact of decisions on diverse stakeholder groups including shareholders, employees, and customers.

*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.*** Participation in class discussion is expected, and reading the assigned material and completing assignments *prior* to coming to class is required. See 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” which may be found in 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.*** Additional information regarding academic misconduct and the procedures for handling such misconduct (i.e., cheating, collusion, and plagiarism) may be found 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 *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 Behavior, Demeanor, and Technology:** Cell phones, iPods, iPads, laptops, and other electronic devices may not be used at all during class, and only course materials should be accessed over the computers in the lab. “Hoodies,” headphones, and/or earphones may not be worn during class. Please behave professionally, and treat those around you with respect at all times. Students who fail to comply with these requirements will be asked to leave the classroom immediately and may be dropped from the course at my discretion. Please see the *Student Handbook* for additional information.

**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 D2L 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.

**Facemasks:** *If you choose to wear a face mask during class, you will be asked to remove it when speaking or presenting.*

**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 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:*

PREPARATION – 500 Points

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 three points for each class they attend, up to a maximum of 60 points. If you are late, leave early, or fail to participate, expect a one point penalty for each incident. Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days they miss.

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 50 points.

Quizzes: All 13 chapter quizzes are online from the first day of class. They may be taken a total of twice prior to their expiration. 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. Each chapter quiz is worth 30 points, for a total of 390 points.

EXAMINATION – 500 Points

Exams (3): Exams will be composed of questions covering the material from the textbook. Exams are worth 125 points each, and will be taken online in D2L. The comprehensive final exam is given as a makeup exam should a student miss any previous exam, or an optional exam should a student desire to replace a lower grade on prior exams.

Major Field Test:

Major Field Test (MFT): The comprehensive college exit exam, worth 100 points, 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, worth 25 points, to help prepare for the MFT.

APPLICATION – 500 Points

GLO-BUS Simulation: You will participate in a business simulation where you are the top management team of a firm that manufactures action capture cameras and drones. 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, economics, 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 (220 points possible).
- A “board of directors” presentation where you discuss your firm’s performance (220 points possible).
  - Note: Students will conduct a peer evaluation of team members that may contribute or detract from the overall individual performance & presentation grades.
- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS (60 points possible).

#### OTHER AVAILABLE POINTS

Dillard College Passport: Students have the opportunity to earn up to 5% additional course credit (75 bonus points) by completing specific (optional) assignments outside of the regular class time.

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 schedule a mutually agreeable time with me. All final exams must be completed before noon on Wednesday, December 13<sup>th</sup>.

Points are allocated for each course component as follows:

Course Component	Possible Points
<b>Preparation – up to 500 points</b>	
Attendance and Participation	60
MindTap Homework	50
Chapter Quizzes (13 quizzes at 30 points each)	390
<b>Examination – up to 500 points</b>	
Examinations (3 examinations at 125 points each)	375
Major Field Test	125
<b>Application – up to 500 points</b>	
GLO-BUS Quizzes (2 quizzes at 30 points each)	60
GLO-BUS Performance	220
GLO-BUS Presentation	<u>220</u>
<b>Total Points Possible</b>	<b>1,500</b>

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

Course Grade	Percentage	Points
D	60.0% - 69.9%	900 – 1049
F	≤ 59.9%	≤ 899

Tentative Course Schedule (Dates are subject to change):

Day	Date	Topic	Prep or Reading	What is Due?
Wednesday	01/17	Welcome and Course Overview	Syllabus	N/A
Monday	01/22	Strategic Management and Strategic Competitiveness	Chapter 1	Quiz 1
Wednesday	01/24	The External Environment	Chapter 2	Quiz 2
Monday	01/29	The Internal Organization	Chapter 3	Quiz 3
Wednesday	01/31	Business Level Strategy	Chapter 4	Quiz 4
Monday	02/05	GLO-BUS Introduction & Overview	GLO-BUS Guide	GLO-BUS Teams
Wednesday	02/07	Exam 1 GLO-BUS Practice Round 1	Chapters 1–4 GLO-BUS Guide	Practice Round 1
Monday	02/12	Competitive Rivalry and Competitive Dynamics	Chapter 5	Quiz 5
Wednesday	02/14	GLO-BUS Practice Round 2 GLO-BUS Quiz 1	GLO-BUS Guide	Practice Round 2
Monday	02/19	Corporate-Level Strategy	Chapter 6	Quiz 6
Wednesday	02/21	GLO-BUS	GLO-BUS Guide	Round 1
Monday	02/26	Merger and Acquisition Strategies	Chapter 7	Quiz 7
Wednesday	02/28	GLO-BUS	GLO-BUS Guide	Round 2
Monday	03/04	International Strategy	Chapter 8	Quiz 8
Wednesday	03/06	GLO-BUS	GLO-BUS Guide	Round 3
<b>Monday</b>	<b>03/11</b>	<b>Spring Break</b>	<b>N/A</b>	<b>N/A</b>
<b>Wednesday</b>	<b>03/13</b>	<b>Spring Break</b>	<b>N/A</b>	<b>N/A</b>
Monday	03/18	Cooperative Strategy	Chapter 9	Quiz 9
Wednesday	03/20	Exam 2 GLO-BUS	Chapters 5–9 GLO-BUS Guide	Exam 2 Round 4
Monday	03/25	Corporate Governance	Chapter 10	Quiz 10
Wednesday	03/27	GLO-BUS	GLO-BUS Guide	Round 5
Monday	04/01	Organizational Structure and Controls	Chapter 11	Quiz 11
Wednesday	04/03	GLO-BUS GLO-BUS Quiz 2	GLO-BUS Guide	Round 6
Monday	04/08	Strategic Leadership	Chapter 12	Quiz 12
Wednesday	04/10	GLO-BUS	GLO-BUS Guide	Round 7
Monday	04/15	Strategic Entrepreneurship	Chapter 13	Quiz 13
Wednesday	04/17	Exam 3 GLO-BUS	Chapters 10-13 GLO-BUS Guide	Round 8
Monday	04/22	MFT Practice Quiz GLO-BUS or make-up day (if needed)	TBD	MFT Practice Quiz
Wednesday	04/24	Major Field Test <b>(7:00 – 9:30 AM)</b>	Business Core & Professional Business Core	MFT Exam
Monday	4/29	GLO-BUS Board Presentation	N/A	N/A
Wednesday	05/01	GLO-BUS Board Presentation	N/A	GLO-BUS Peer Evaluations
TBD	TBD	Cumulative Final Examination (Optional) (Note: Must be completed before noon on 05/08)	Chapters 1-13	Optional Final Exam