



Dillard College of Business Administration

Syllabus: Strategic Management

MGMT 4853.102 MW 12:30 – 1:50 pm Dillard Building 324

Fall Semester 2024

Contact Information

Instructor: Jeff Stambaugh, Associate Professor of Management

Office: DB 233

Office hours: M,W 8:30 to 11 am and by appointment

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Zoom Link: <https://msutexas-edu.zoom.us/j/96676950723?pwd=5aalbL9bGccOkb4SKdpesT6frsNt0b.1>

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Course Materials

1. MindTap for Hitt, MA, Ireland, RD & Hoskisson, RE (2023). Strategic Management: Competitiveness & Globalization (14th edition). The book and associated MindTap material are integrated into D2L and you paid as part of your tuition.
2. GLO-BUS Simulation. Register [online](#) for \$44.95 (registration codes provided later in class)
3. A PC/laptop/tablet with webcam capability (Chromebooks don't have sufficient computing power).

Additional readings may be posted to D2L

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 Prerequisite(s)

Consent of Advisor. Should only be taken in student's last undergraduate semester.

Learning Goals

I. General Learning Goals:

- Our students will be effective in problem-solving and decision-making. Students practice problem-solving and decision-making skills during the in-class discussions and the simulation. Assessment occurs during quizzes, course examinations, and the simulation.
- Our students will be able to demonstrate competency in speaking for common business scenarios. Students practice their oral presentation skills in the "board of directors" presentation and Current Events talk. The student's ability to speak clearly to an audience is part of the score for these exercises.
- Our students will be technologically prepared.
- Our students will be ethical decision-makers.
- Our students will be effective team members. Students work in teams during the GLO-BUS simulation. We use instructor observation, project evaluation, and peer evaluation of team members to assess these abilities.
- Our students will be multicultural and globally aware. Through GLO-BUS and course material, students gain an understanding of the importance of these issues.

These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates carry with them into their careers. While assessing student attainment of these general learning goals, the Dillard College is evaluating its programs. These assessments 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 future directions for the firm.
- Develop the ability to think strategically.

Course Policies

Attendance Policy: Regular attendance is expected and graded. I may drop students with five or more absences from the course. I evaluate participation in class discussions, so reading the assigned material and completing assignments before coming to class is also expected. See the catalog for the University Class Attendance Policy.

Other Related Policies

Missed Examination Policy: Only students with authorized absences (see University Class Attendance Policy) may make up missed examinations. Exams are normally made up via the comprehensive final exam. As a professional courtesy, please notify me of the absence before the exam, if possible.

Grading and Evaluation:

Short Bio: This assignment requires a one-page, single-spaced, 11/12 point font written biography on the student. Students should demonstrate the ability to import a recent photo (approximately 2"x3") into an MS Word document. Upload the document and find more specific guidance on this assignment in D2L.

Online Quizzes (OQ) (13): All 13 chapter quizzes are online from the first day of class. You may take each quiz twice before 11 am on the date listed on the syllabus. There are no risks associated with retaking the quiz – I count your highest score. Please do not ask for extensions to the quiz times if you have forgotten, waited until the last minute, or experienced technical difficulties. Assume difficulties will occur and complete the quizzes well prior to the established deadline.

Exams (3): Exams are composed of questions covering the material from chapters, GLO-BUS simulation, and class discussion. For **ALL** exams, students may use an 8.5 x 11 inch "cheat sheet" that has notes on one side only. Any reproduction of a test bank is prohibited!

Final Exam: Comprehensive exam covering all material. The cheat sheet is allowed as normal. This exam is a makeup exam should a student miss any previous exam and is an opportunity for students to raise their score if they have taken all the previous exams. If a student takes all four exams, I use the three highest scores.

Major Field Test (MFT): 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.

Current Events Talk: Each student presents a short talk relating a current business event to a course concept we've recently studied. D2L has more specific guidance on this assignment.

GLO-BUS Simulation: You participate in a business simulation where you are the top management team of a wearable camera/drone manufacturing firm. The purpose of the simulation is to practice decision-making (solving business problems) in a realistic strategic simulation. You'll draw on all of your former business courses (management, marketing, accounting, and finance) as you run the corporation. The simulation is "live play" in that your fellow classmates are the competition. The simulation is dynamic, interactive, and a lot of fun. We spend a lot of time on the simulation, and accordingly, it is a major part of your final grade.

Specific graded components of the simulation include:

- Your firm’s actual performance in the simulation (125 points). Students conduct a peer evaluation of team members that may help or hurt their teammates’ individual performance grade
- A “board of directors” presentation where you discuss your firm’s performance (125 points)
- Two quizzes that measure your familiarity with the simulation and your ability to correctly interpret the information involved with GLO-BUS (40 points total)

Participation: This class should be highly participatory, and so my intent is that every student should earn maximum credit for participation! There are two components to your participation score: attendance and homework. You can’t participate if you aren’t present in class, so it is essential that you attend each class. It is also important to attend because your GLO-BUS teammates depend on you. You begin with 65 attendance points. If you are late, leave early, or fail to participate, expect a one-point penalty for each incident. The first three times you miss class, you receive a two-point penalty per miss. After the third absence, the penalty increases to four points. Students who comply with the procedures for an authorized absence as defined in the student handbook receive no penalty for days missed. Also, attending via Zoom counts the same as classroom attendance for those allowed to attend via Zoom. The second component of participation is homework. You can earn up to 65 points for completing homework assignments in Mindtap. You can compensate for absences by completing more homework assignments. **However, the maximum participation points are 100 – you can’t earn more.**

Table 1: Points allocated to each assignment

Element	Points
Short Bio	10
Chapter Quizzes (13@20)	260
Exams (3@150)	450
GLO-BUS Quizzes	40
Participation	100
Current Events Talk	50
GLO-BUS Performance	125
GLO-BUS Presentation	125
MFT Practice Quiz	50
MFT	100
Total Points	1310

Table 2: Grading System

Grade	Points
A	1179 or greater
B	1048 to 1178
C	917 to 1047
D	786 to 916
F	Less than 785

Bonuses: There are two ways to earn bonus points: the MFT score 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 has the event information and points available for each event. Students who wish to earn Passport bonuses but whose work/class schedule conflicts with the event may write a 200 – 250 word analysis (not summary – analysis) of an article in the business press that illustrates a topic discussed in the course. Submit this analysis (typed, single-spaced) via D2L and append a copy of the article in the uploaded file. The analysis must be turned in not later than 10 days after the Passport event.

In order to help students keep track of their progress toward course objectives, I will provide a Midterm Progress Report through Navigate. Midterm grades are not reported on the student's transcript, nor will they count in the cumulative GPA. They simply give students an idea of where they stand at the midpoint of the semester. Students earning below a C at the midway point should schedule a meeting with me to discuss ways to improve their performance.

Semester grades are reported through normal University channels with no exceptions.

Course Content and Outline:

1. Strategy Analysis
 - A. What is strategy
 - B. External analysis
 - C. Internal analysis
2. Strategy Decisions
 - A. Business strategies.
 - B. Competitive dynamics
 - C. Corporate strategies (plus M&A and alliances)
3. Strategy Actions
 - A. Corporate governance
 - B. Organizational structure
 - C. Strategic leadership
 - D. Strategic entrepreneurship

Academic Integrity:

Concerning academic honesty, please refer to the "Student Honor Creed," excerpts of which are shown below.

"As an MSU Student, I pledge not to lie, cheat, steal, or help anyone else do so."

Thus, We, the Students of Midwestern State University, resolve to uphold the honor of the University by affirming our commitment to complete academic honesty. We resolve not only to be honest but also to hold our peers accountable for complete honesty in all university matters.

We consider it dishonest to ask for, give, or receive help in examinations or quizzes, to use any unauthorized material in examinations, or to present, as one's own, work or ideas which are not entirely one's own. We recognize that any instructor has the right to expect that all student work is honest, original work. We accept and acknowledge that responsibility for lying, cheating, stealing, plagiarism, and other forms of academic dishonesty fundamentally rests within each individual student.

I take academic dishonesty (cheating, collusion, and plagiarism) seriously and investigate if I suspect a problem. **Please understand that integrity is very important to me. Cutting and pasting text from the internet without citing the source and setting off the "pasted text" in a form that identifies it appropriately constitutes plagiarism.** My rule of thumb is that if you are using three or more words in a row from a source, it needs to be identified as a direct quote and cited. Copying material from the web and changing every few words also constitutes plagiarism. The same is true for oral presentations. Use your words and your original thoughts, not the words and thoughts of some source. Finally, the College recently uncovered a significant number of students cheating on exams administered remotely using Respondus Monitor. It is a privilege to complete an exam remotely. Please comply with the remote exam procedures carefully, as there will be significant grade reductions if you do not.

Americans with Disabilities Act:

If a student has an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, that student should please contact me as soon as possible (not later than the sixth class meeting). Any student requesting accommodations should first contact Disability Support Services (DSS) to document and coordinate reasonable accommodations if you have not already done so.

Syllabus Change Policy:

This syllabus is a guide for the course—not a “contract”—and is subject to change. Syllabus changes are communicated via D2L and/or in class. I’ll provide a minimum of 48 hours’ notice before the relevant change takes place if at all possible.

Additional Information:

Written Assignments: All written assignments are to be **single-spaced**, have one-inch margins, use an 11 or 12-point font (the specific font must present a business appearance and be similar in “size” to Times New Roman or Arial) and be uploaded to D2L in a **MS Word or PDF file format** (not Pages!).

Assignments: Assignments are due at the specified due date/time. There is no grace period for the quizzes and simulation decisions—the computer automatically processes the work at the assigned time. By definition, professionals are not late with their work.

Words of Wisdom / General Policies: Perhaps the most important thing you can understand about me is that I am deeply interested in your success, both in the course and beyond. I am convinced this course can set the stage for your future success. Therefore, I significantly invest in this course and hope you’ll do the same. Just as in the “real world,” I try to run my class in a positive yet professional and business-like manner. Here are some key points for professional behavior:

- The assignments you hand in should reflect your professionalism.
- Class time is like a business meeting:
 - Be on time!
 - Laptops and smartphones are for course use during class—not surfing, emailing, texting, or networking. Incidentally, lots of studies show note-taking by computer is not as effective as note-taking by hand.
- I can be very flexible and cooperative when you raise an issue with me before a class or due date. Notifications after the fact are usually indicative of unprofessionalism.
- All communications must reflect respect for all parties.
- Integrity is the bedrock for successful business relationships. True in this course, too!

Professionalism:

The faculty, staff, and students of the Dillard College of Business Administration are committed to being a “professional” in our words, conduct, and actions. The qualities of a professional include:

- A commitment to the development of specialized knowledge
- Competency in analytical, oral and written communication skills
- Self-discipline
- Reliability
- Honesty and integrity
- Trustworthiness
- Timeliness
- Accountability for words and actions
- Respect for others and other cultures
- Politeness and good manners
- A professional image (professionals look professional)
- An awareness of their environment and adaptability to different settings
- Confidence without arrogance

- A commitment to giving back to your community

COVID/Illness Policies

At this time, there are no active mitigation policies on campus. Should this change due to an outbreak of COVID, you must comply with MSU policies on the campus. If you suspect you have COVID (or another highly infectious illness), please do not attend the physical classroom session and instead attend class via the Zoom live stream. You may attend a maximum of two Zoom sessions and be counted as present if you don't provide me with documentation of an illness. I intend to livestream every class, so you can attend via Zoom even if circumstances arise just before class time.

If attending via Zoom, you should be dressed as if attending class in person. Also, your camera must be on, and your face must be visible at all times. If called upon, be prepared to unmute your microphone and speak promptly. I won't consider you "present and participating" in the class if you don't follow these instructions.

Course Flow

Please keep this syllabus as a reference! I typically adhere closely to the original syllabus in my classes.

There should be no “snow/COVID days” in this course. If the University closes campus due to adverse weather or pandemic-related events, class continues as scheduled via Zoom unless you hear otherwise from me! Exams will continue using the Respondus Monitor function in D2L.

Course Schedule

Table 3: The below table has the class date, major topic, and activity for each date, the associated readings, as well as the assigned projects and quizzes

Date	Major Topic or Activity	Reading	Due
8/26	Welcome and Course Intro	Syllabus	
8/28	What is Strategy?	Ch 1	OQ1, Short Bio
9/4	What is happening outside my organization?	Ch 2	OQ2
9/9	What is happening inside my organization?	Ch 3	OQ3, GB Teams
9/11	Who am I and how am I going to compete?	Ch 4	OQ4
9/16	Exam 1	Ch 1-4	
9/18	Glo-Bus Practice Round 1	Manual	PR1
9/23	Your company is not alone! Deadline to File for Graduation is 9/23	Ch 5	OQ5
9/25	Glo-bus Practice Round 2	Manual	PR2 GB Quiz 1
9/30	How and why do businesses expand?	Ch 6	OQ6
10/2	Glo-bus Round 1 (Year 6)		R1
10/7	Why are companies bought and merged?	Ch 7	OQ7
10/9	Glo-bus Round 2 (Year 7)		R2
10/14	Why stray beyond my borders?	Ch 8	OQ8
10/16	Glo-bus Round 3 (Year 8)		R3
10/21	Why do companies cooperate with each other?	Ch 9	OQ9
10/23	Exam 2 / Glo-bus Round 4 (Year 9)	Ch 5-9	R4
10/28	Who controls companies, and how do they exert that control?	Ch 10	OQ10
10/30	Glo-bus Round 5 (Year 10)		R5
11/4	MFT Practice Quiz /Glo-bus Round 6 (Year 11)		R6 GB Quiz 2
11/6	How do big and/or growing companies organize?	Ch 11	OQ11
11/11	What do strategic leaders do?	Ch 12	OQ12
11/13	How and why do big companies innovate?	Ch 13	OQ13
11/18	Exam 3	Ch 10-13	
11/20	Glo-bus Round 7 (Year 12) / MFT Review		R7
11/25	MFT– class goes to 3 pm		
12/2	Presentations (Priddy Conference Room)		Passports
12/4	Presentations (Priddy Conference Room)		GB Peer evals
12/11	Final Exam (3:30-5:30 pm)		A Great Life!

OQ=Online Quiz

GB = Glo-bus

PR=Practice Round

R=Round