**Wayland Mission Statement**

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

**Contact Information**

**Course**

: BUAD 5355 Fall 2 2022 – Strategic Management for the MBA

**Campus**

: WBUonline

**Term/Session**

**:** Fall 2 2022

**Instructor**

* **:** Jimmie Flores, PhD, DM, PMP®, PMI-RMP®, PMI-SP®, PMI-ACP®, PMI-PBA®, CAPM®, CSM®, SSBB, SPHR®, GPHR®, ITIL v3, Security+, PRINCE2®, COBIT 5

**Office Phone Number/Cell #**

**:** 210-446-9350

**WBU Email Address**

**:** jimmie.flores.wbu.edu

**Office Hours, Building, and Location**

**:** Monday - 8 AM to Noon; Tuesday - 8 AM to 11:30 AM

**Class Meeting Time and Location**

**:** Virtual Campus

**Textbook Information**

**Required Textbook(s) and/or Required Materials**

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Strategic Management; Concepts and Cases+Mind Tap | Hitt/Ireland/Hoskisson | 12th | 2017 | Cengage | 9781-33706-2916 |

*The textbook for this course is part of the* ***Wayland’s Automatic eBook*** *program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore* [*Automatic eBook FAQ*](https://bookstore.wbu.edu/site_inclusive.asp) *page.*

**Optional Materials**

**:** <<List optional materials recommended to enhance student learning>>

**Course Information**

**Catalog Description**

**:**

Management decisions with student participation in simulations and/or case studies emphasizing comprehensive organizational analyses, policy and strategy development. Note: Major Field Examination is administered. Course Fee: $42.00 (Fee is subject to change in relation to cost increases of the Major Field Exam.)

**Prerequisite:**

Completion of all MBA core courses.

**Course Outcome Competencies**

**:**

* Conduct a Financial Analysis to assess the viability, stability and profitability of a company or operating division.
* Perform an external environmental analysis by industry and firm, including the external factors in the SWOT analysis as well as a Five-Force analysis.
* Perform an internal environmental analysis by firm, including the internal factors of the SWOT analysis as well as the identification of the firm's competitive advantage.
* Understand and apply various business level and diversification strategies.

**Attendance Requirements**

WBUonline

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

**University Policies**

**Statement on Plagiarism and Academic Dishonesty**

**:** Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

**Disability Statement**

**:** In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Director of Counseling, Career and Disability Services serves as the coordinator of students with disability and should be contacted concerning accommodation request at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Trish Ritschel-Trifilo, [trifilot@wbu.edu](mailto:trifilot@wbu.edu) or call (806) 291-3745.

**Student Grade Appeals**

**:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**Course Requirements and Grading Criteria**

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**In this class, students will be evaluated according to performance in the following categories:**

O Participation - 10%

O Case Study Assignment (Individual) - 20%

O Midterm Assignment - 20%

O Final Assignment - 20%

O Quizzes - 30%

TOTAL - 100%

**Mid Term Assignment**

**Review Questions**

Complete and submit the following questions. The questions will cover the content of the material and will require the learner to think critically and contextually about the subject matter.

1. What are the characteristics of the current competitive land- scape? What two factors are the primary drivers of this landscape?
2. How do the five forces of competition in an industry affect its profitability potential? Explain.
3. What is outsourcing? Why do firms outsource? Will outsourcing’s importance grow in the future? If so, why?
4. What are the specific risks associated with using each business-level strategy?
5. Who are competitors? How are competitive rivalry, competitive behavior, and competitive dynamics defined in the chapter 5?

Your response to each of the five questions above should be between 150-to-200-words. The content taken from textbook or any other source should be paraphrased (written in own words). Write in complete sentences and use good grammar, double -spacing, 12- point font, with one-inch margins. Be sure to cite your resources and use APA format for the entire assignment.

**Final Assignment**

**Review Questions**

Complete and submit the following questions. The questions will cover the content of the material and will require the learner to think critically and contextually about the subject matter.

1. What are the seven primary problems that affect a firm’s efforts to successfully use an acquisition strategy?
2. What is a strategic alliance? What are the three major types of strategic alliances that firms form for the purpose of developing a competitive advantage?
3. What organizational structures are used to implement the multi domestic, global, and transnational international strategies?
4. As a strategic leader, what actions could you take to establish and emphasize ethical practices in your firm?
5. How do firms develop innovations internally?

Your response to each of the five questions above should be between 150-to-200-words. The content taken from textbook or any other source should be paraphrased (written in own words). Write in complete sentences and use good grammar, double -spacing, 12 point font, with one inch margins. Be sure to cite your resources and use APA format for the entire assignment.

**Case Study Assignment**

Case Study is a method of applying theory to sound practical real -world applications. A case study provides a description of a problem situatio n taken from a specific company. The purpose of the case study is to augment the course content with applications that enable the students to apply text materials to a problem and solve that application problem.

Please review the case "The Imperial CEO, JPMorgan Chase’s Jamie Dimon" located in page 335 of our textbook and answer the questions at the end of the case. The case end questions are as follows:

Case Discussion Questions

1. How well do you think the governance system of JPMorgan Chase is working in protecting shareholder interests?
2. What particular governance devices are helping or hindering good governance in the JPMorgan Chase situation?
3. What do you recommend to improve the governance system specifically for JPMorgan Chase but also overall relative to the system of governance devices described in Chapter 10?

Your response to each of the three questions above should be between 150 -to-200- words. The content taken from textbook or any other source should be paraphrased (written in own words). Each response should be written in complete sentences with attention paid to good grammar and spelling.

Please double-space, use 12-point font, with one-inch margins. Be sure to use APA format for the entire assignment. Remember to reference all work cited or quoted by the text authors.

**The University has a standard grade scale:**

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student’s control. A grade of “incomplete” is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion.  If the work is not completed by the appropriate date, the I is converted to an F.

**Tentative Schedule**

|  |  |  |
| --- | --- | --- |
| **Week** | **Activity** | **Assignment Due** |
| Week 1  10/10/2022 to 10/16/2022 | Orientation  Post Introductions to Discussion Board  Chapter 01: Strategic Management and Competitiveness Chapter 02: The External Environment | Introductions  Week 1 Discussion |
| Week 2  10/17/2022 to 10/23/2022 | Chapter 03: The Internal Organization  Quiz #1 Due on 10/23/2022 by 11:59 PM | Week 2 Discussion  Quiz #1 |
| Week 3  10/24/2022 to 10/30/2022 | Chapter 04: Business Level Strategy  Chapter 05: Competitive Rivalry and Competitive Dynamics | Week 3 Discussion |
| Week 4  10/31/2022 to 11/06/2022 | Chapter 06: Corporate Level Strategy  Midterm Assignment due on to 11/06/2022 by 11:59 pm | Midterm Assignment |
| Week 5  11/07/2022 to 11/13/2022 | Chapter 07: Merger and Acquisition Strategies Chapter 08: International Strategy | Week 5 Discussion |
| Week 6  11/14/2022 to 11/20/2022 | Chapter 09: Cooperative Strateg Chapter 10: Corporate Governance  Case Study Assignment due on 11/20/20222 by 11:59 pm | Case Study Assignment |
| **Thanksgiving Break (11/21/2022 – 11/27/2022)** | | |
| Week 7  11/28/2022 to 12/04/2022 | Chapter 11: Organizational Structure and Controls Chapter 12: Strategic Leadership  Quiz #2 Due on 12/04/2022 by 11:59 pm | Quiz #2  Final Assignment  Final Assignment due on 25-Sep-2022 by 11:59 pm |
| Week 8  12/05/2022 to 12/10/2022 | Chapter 13: Strategic Entrepreneurship | Week 8 Discussion  Fall 1 2022 term ends on 1-Oct-2022 |
| Fall 2 2022 term ends on 12/10/2022 | | |

**Additional Information**

**MBA Field Exam:**

Students will also be required to take the MBA Field Exam before the end of the course. You will soon receive notice that you are enrolled in the Business Major Field Exams “course” in Blackboard. You must complete the Major Field Exam for your respective major (MBA, MAM, BBA/BAS,). To take this exam, go to this course in blackboard. On the left -hand side are listed the various MFE’s. Click on the MBA Assessment and then take the exam, which is not timed, but must be completed in one sitting. The exam is approximately 90 questions long and covers all the main areas in your major. Please give the assessment your full attention and do your best! WHEN THE EXAM IS COMPLETED, DOWNLOAD THE COMPLETION CERTIFICATE AND EMAIL IT TO YOUR INSTRUCTOR.

**Instruction:**

Click on the tab that matches your degree program. Then click to enter the assessment.

It is best if you use Google Chrome or Mozilla Firefox as your browser when taking the exam.

If you need to step away for an extended length of time, you may click the option "Record Answer & Exit Exam" This feature is intended to be used for extenuating circumstances and should not be used to "take a break" from the exam. You will only be able to utilize this feature 2 times. Please remember you must still complete the exam within 48 hours of your first access attempt.

Feel free to contact Dr. Kelly Warren (warrenk@wbu.edu) for any questions or concerns regarding MBA Field Exam.

Additional information as desired by the faculty member.

**General Information:**

This syllabus contains a general overview of the course only. Once you have read and understood everything contained in the syllabus, I will ask you to confirm with your signature.

Your confirmation will also confirm that you understand and will adhere to the following statement: “This class will adhere to zero tolerance for using someone else’s work as your own.”

**TURNING IN ASSIGNMENTS:**

All assignments will be turned in on the Blackboard Learning Platform. Students are to turn in assignments in the same area where they downloaded any assignments/quizzes/exams.

**POLICY ON INCOMPLETES:**

Wayland's policy on giving grades of Incomplete in a course is outlined in the University's catalog. As a supplement to that catalog, my policy is to assign a one -letter-grade reduction upon removal of the Incomplete. The only exceptions to this are in the case of either documented absence from your home area because of occupational requirements which makes Internet access impossible, or documented severe illness. Claims of not having the time to finish, or mismanagement of that time will not be considered a valid excuse. There are 11 weeks in the term (not counting any breaks), giving you sufficient time to complete all requirements by the assigned due dates. My advice is to work ahead whenever possible to minimize the effects of unanticipated delays.

**ONLINE CLASSROOM ACTIVITY/DISCUSSION:**

Please make sure to participate in the classroom discussions. Your knowledge and experience is valued. Please ensure you keep a positive and professional demeanor always. All students are expected to post an Initial Posting to the Discussion Board and respond to 2 peers throughout the week. A minimum of 3 quality posts on 3 separate days will earn full credit. The first Discussion Activity is to Introduce Yourself due by the end of the day before the next class meeting.

**IMPORTANT NOTE:**

Internet references WILL NOT BE ACCEPTABLE in this course. ALL references will come from

Professional Journal articles and will be derived from the WBU Online Library.

**STUDY HABITS:**

Careful and timely reading and study as well as completion of all written assignments by the expected dates are critical to your success in this course. Text readings will normally coincide with coverage of

the material in lessons. This will facilitate your active participation in class discussions. Please make sure to stay abreast with the readings. You will perform much better on the exam if you have a clear idea of the topics.

**MISCELLANEOUS:**

You are encouraged to be "entrepreneurial" in your approach to the class, in your assignments, and in your class presentations and interactions. Your observations or experiences, and how they might relate to the subject at hand, have the potential to enhance all the class sessions. Please share those of value so that you may be a resource to all participants including me! You are also encouraged to employ the systems perspective and wear the "manager's hat" in relating to the issues so that you will be able to think about them critically from multiple dimensions.

**A NOTE ON DROPPING THE COURSE:**

If you drop the course, please let me know with an E -mail message. Very oft en I do not receive drop notices in a timely manner, and sometimes not at all. Please help me to keep the class roll up to date.

**Jimmie Flores**

**PhD, DM, PMP®, PMI -RMP®, PMI -SP®, PMI -ACP®, CAPM®, SSBB, SPHR®, GPHR®,**

**Security+, ITIL® Expert 210-446-9350**

**jimmie.flores@wayland.wbu.edu**

**OCCUPATION:**

Outside of my teaching responsibilities, I serve as an IT consultant to businesses across the United States. Further, I conduct research about sports officiating.

Over the past two decades, I have held the following positions:

• Current:

IT Consultant – Specialize in Project Management and Six Sigma

• USAA: IT Staff Analyst and Budget Coordinator, managing $11.5M IT budget

• Prudential Insurance & Investments: Agent (Group I, Series 6, & Series 63)

• University of St. Thomas: Director of Recruitment for the Adult Degree Completion Program

• Medical Clinic: Clinic Administrator

• Shell Oil Company: Revenue Accountant

**EDUCATION**

⮚ Ph.D. in Human and Organizational Development

* Dissertation Research Question: What is the relationship between proactive coping and an individual’s ability to remain poised under pressure?

⮚ Doctor of Management in Information Systems and Technology

⮚ M.A. in Human and Organizational Systems

⮚ M.S. in Computer Information Technology

⮚ M.S. in Management

⮚ M.S. in Non-Profit Management

⮚ M.B.A. in Finance, Marketing and Management

⮚ M. Ed. in Curriculum, Instruction, and Assessment

⮚ M.S. in Educational Technology

⮚ B.B.A. in Corporate Financial Management

⮚ Associates in General Studies

**CERTIFICATIONS**

⮚ Project Management Professional (PMP)

⮚ Scheduling Professional (PMI-SP)

⮚ Risk Management Professional (PMI- RMP)

⮚ Certified Associate in Project Management (PMI-CAPM)

⮚ Six Sigma Black Belt (SSBB)

⮚ Senior Professional in Human Resources (SPHR)

⮚ Global Professional in Human Resources (GPHR)

⮚ Information Technology Infrastructure Library (ITIL)

⮚ Security+

**OTHER INFORMATION**

I recently completed a book called “How to Become a Proficient Online Learner.” Further, since August 2001, I have taught online courses in the following disciplines: marketing, finance, accounting, management, MIS, CIS, Internet, and software application.

My hobbies are exercising, reading motivational books, and traveling! Over the past few years, I have traveled to Argentina, Belgium, Brazil, Canada, China, Colombia, Costa Rica, Czech Republic, England, France, Greece, Hungary, Mexico, Panama, Peru, Portugal, Spain, Sweden, Switzerland, The Philippines, Uruguay, Venezuela, and throughout the United States.