**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**

: MGMT 5350 <<VC01>> – Strategic Management for the MAM/MAOL/MSBA

**Campus**

: <<WBUonline >>

**Term/Session**

**:** <<Fall 1 2025 (August 11 – October 4, 2025>>

**Instructor**

**:** <<Dr. Hillary Hodges>>

**Office Phone Number/Cell #**

**:** <<I work remotely, so I do not have an office phone; however, I check my email regularly, so this is the most direct way to contact me. I always respond within 24 hours, and if for some reason I cannot, I will post an announcement to that effect on BlackBoard.>>

**WBU Email Address**

**:** <<Hillary.hodges@wayland.wbu.edu>>

**Office Hours, Building, and Location**

**:** <<By appointment, remotely (Mountain Time). I have the capacity to Zoom, Collaborate, or WhatsApp, if necessary>>

**Class Meeting Time and Location**

**:** <<OnLine – Note: The week begins on Monday and ends on Sunday for the purposes of this course. However, the Required First Assignment is due on Friday, August 14th, for the purposes of finalizing the class roster, as per Main Campus>>

**Catalog Description**

**:**

Management decisions for creating or maintaining market position with emphasis on comprehensive organizational analysis, policy development, and critical management issues; strategic planning of resources and workforce in local, regional, and international environments; measurement of results, internal and external resource utilization. Note: The Major Field Examination is administered. Prerequisite(s): Completion of ALL M.A.M., M.A.O.L., or M.S.B.A. core courses. Course Fee: $42 (Fee is subject to change in relation to cost increases of the Major Field Exam)

**Prerequisite:**Completion of all MAM, MAOL, or MSBA core courses.

**Textbook Information**

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

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Strategic Management: Concepts and Cases with MindTap | Hitt | 14th | 2024 | Cengage | 9780-35771-6786 |

*This course is part of the* ***Pioneer Academic Access Program****. You will have access to an eBook, access code, and interactive learning material on the first day of class through your Blackboard course site. You will be notified via email with access instructions and additional information. If the course requires a physical book you can order at bookstore.wbu.edu. You can choose to opt-out, however if you do you will lose access to* ***EVERY******class/material*** *and have to source through third party vendors.*

**Optional Materials**

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

**Course Outcome Competencies**

**:**

* Demonstrate knowledge acquired in completion of core courses in Master of Management Program.
* Analyze internal and external environments to determine resources, capabilities, and core-competencies.
* Recognizing the impact of globalizations of industries and on-going technological changes.
* Identify individuals and groups who can affect and are affected by the strategic outcomes achieved and who have enforceable claims on a firm’s performance.
* Evaluate and explain a set of commitments and actions designed to exploit core competencies and gain competitive advantage.

**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.

This is a fully on-line course, and as such, your participation in on-line discussion is counted as attendance. As you will note below, participation is counted as a percentage of your grade. This means you must do more than access materials in order to be counted as in attendance and participating. You must respond to the question(s) posted in BlackBoard and be a part of the discussion. You must also turn in the weekly quizzes, and complete the final project, as each of these is also worth a percentage of your grade. If you neither post nor enter into discussion, you will receive a grade of “0” for that week. If you post, but do not participate in discussion, you may lose some points for that. It is understood that there are times where technical or personal difficulties arise which may prevent you from participating. If this is the case, you are responsible for contacting me and letting me know, otherwise, I have no option but to give you a “0.” Discussions cannot be made up for any reason, as there is a participation element included in the grade. Also, an “excused” absence, for any reason, does not mean you will receive full credit for the missed session. There will always be at least a minor reduction in points if you do not participate, and this is non-negotiable. If you miss a quiz, you will be allowed to turn it in 5 days after the deadline, with an automatic reduction in points for being late. After that 5 days has passed, if you do not turn in the quiz, you will receive a “0” for the quiz. The exception to this is Quiz #7, which is **not** accepted late. The final project is **NOT** excepted late, with **NO** exceptions.

As this class is considered a “capstone” course, you will be required to complete the Major Field Exam (MFE) in order to graduate from your program. The link for the exam will be available to you through a message that will be posted on your student BlackBoard page from the Dean of the School of Business, not on this class’s page. It will appear as a separate course. This test must be completed, and the results emailed to me **NO LATER** than the end of Week 8, and it will **NOT** be accepted late, which is non-negotiable. The test is worth 5% of your grade in the class, and you must take it in order to graduate, so it is imperative that you complete it in a timely manner. I will accept it at any point during the course, just not after the term is over. I do not grade the test, nor do I have access to your tests. I cannot assist you with the content of the test. This test is external to Wayland and this class, so I have no control over technical problems that may occur. I can pass along any issues you may have but cannot correct them from my end. Please direct any questions regarding graduation requirements, including completion of the MFE, to your advisor at your campus.

**University Policies**

**Academic Integrity**

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[Link to Statement on Academic Integrity](https://www.wbu.edu/academics/writing-center/Academic%20Integrity%20Statement%20Pol%208.4.1%20Attch%20Oct%2020222.pdf)

**Artificial Intelligence:**

**No use of any generative AI tools permitted.**

* + 1. Students are required to create and produce all work themselves or with assigned group members. Any work submitted that has used an AI generative tool like ChatGPT will be in immediate violation of the academic integrity policies for the course and WBU.
    2. All assignments must be fully created, designed, and prepared by the student(s).
    3. Any work that uses generative AI will be treated as plagiarism.

This is a Capstone course, so it is expected that students should be fully capable of creating their own content, and will be expected to do so.

**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 Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

**Course Requirements and Grading Criteria**

<<Participation/Attendance 30% A = 90-100%

Quizzes 25% B = 80-89%

Major Field Exam 5% C = 70-79%

Final Project 40% D = 60-69%

100% F = Below 59%

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**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.

**Tentative Schedule**

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| **Week** | **Topics Covered** | **Reading and Homework** |
| 1  8/11 | Strategic Management and Strategic Competitiveness (Chapter 1) | Read Chapter 2 & 3  **NOTE: The Required First Assignment is due on Friday, 8/14 at 11:59PM Central Time – this is the only week that this will be the case. The first discussion is due Sunday 8/17 at 11:59PM Central Time** |
| 2  8/18 | The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis  The Internal Environment: Resources, Capabilities, Core Competencies, and Competitive Advantages  Quiz #1 (on Chapter 1) | Read Chapter 4 & 5  Discussion #2 and Quiz #1 due Sunday, 8/24 at 11:59PM MT |
| 3  8/25 | Business Level Strategy  Competitive Rivalry and Competitive Dynamics  Quiz #2 (on Chapters 2 & 3) | Read Chapter 6 & 7  Discussion #3 and Quiz #2 due Sunday, 8/30 at 11:59PM MT |
| 4  9/1 | Corporate Level Strategy  Merger and Acquisition Strategies  Quiz #3 (on Chapters 4 & 5) | Read Chapter 8 & 9  Discussion #4 and Quiz #3 due Sunday, 9/7 at 11:59PM MT |
| 5  9/8 | International Strategy  Cooperative Strategy  Quiz #4 (on Chapters 6 & 7) | Read Chapter 10 & 11  Discussion #5 and Quiz #4 due Sunday, 9/14 at 11:59PM MT |
| 6  9/15 | Corporate Governance  Organizational Structure and Controls  Quiz #5 (on Chapters 8 & 9) | Read Chapter 12 & 13  Discussion #6 and Quiz #5 due Sunday, 9/21 at 11:59PM MT |
| 7  9/22 | Strategic Leadership  Strategic Entrepreneurship  Quiz #6 (on Chapters 10 & 11)  **\*FINAL RESEARCH PROJECT DUE 3/1** | No reading assignment  Discussion #7, Quiz #6, and Final project paper due Sunday, 9/28 at 11:59PM MT |
| 8  9/29 | \*Quiz #7 (on Chapters 12 & 13)  \*Final Discussion  **\*MFE COMPLETED AND RESULTS SUBMITTED NO LATER THAN 5/17** | **\*All final work submitted – no work accepted after Saturday, October 4th at 11:59PM Central Time** |

\* Not accepted late

*This syllabus is subject to change as needed, or as seen fit by the instructor.*

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**Additional Information**

**Communication:** Unless you indicate otherwise, and make alternative arrangements, the instructor will use your Wayland issued email to contact you, if needed. Please make sure that you check that email account regularly. You should also check the class BlackBoard site for any important announcements, instructions, and so forth, on a regular basis.

All of the information included on this syllabus and more is posted on this class’s BlackBoard page. Please be sure to read through all of it thoroughly and ask any questions of me you need to in order to ensure understanding of the school’s and my policies.

Please note that Wayland Baptist University has library resources available through the following link: <http://www.wbu.edu/academics/academic_resources/wayland_learning_resource_center_library/tutorials/tutorials.html>. Students are encouraged to use this resource when working on their papers, projects, etc. Tutorials for accessing library resources are linked from the homepage.

**Who to Contact When You Have Issues:** Please note that we now have a listing in each course for “Student Help and Support”. This contains contact information to assist you with any issues you may have. This listing is available under the “course information/syllabus” tab of the course. Some highlights follow:

For questions or problems within your course – contact your instructor (Instructor Information on the Menu).

For questions or problems outside the course or with the program contact your campus Executive Director, the Dean of the School, or the Director of WBUonline.

**Blackboard Issues**

During Central Time Business hours call 806-291-3740. We will answer or quickly return messages.

Anytime – [vcsupport@wbu.edu](mailto:vcsupport@wbu.edu)  This email is answered during business hours and checked at least every four hours during weekends and holidays.

Contracted Blackboard support:  1-866-547-9192;  or [follow this link](https://www.wbu.edu/wbu-online/current-students/staff.htm) to chat or create a ticket.

**Email or Student Services issues**

IT Help Desk: 1-800-203-9048 or use your personal email to [itsupport@wbu.edu](mailto:itsupport@wbu.edu)

Multidisciplinary Tutorial Services (Previously Writing Center):  806-291-3673.  **On Blackboard click on the ‘Services’ tab** at the top and you will find the link for online appointments.

There is also additional information pertaining to specific campuses, as well as other contacts, in this section of the course.

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