# Wayland Logo

Wayland On Line

School of Business

# 2. UNIVERSITY 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.

# 3. COURSE NUMBER & NAME:

MGMT 5350-section number, Strategic Management for the MAM/MAOL

# **4. TERM**:

Fall 2, 2020 – October 19 – December 19, 2020

5. INSTRUCTOR:

Dr. Hillary Hodges

# **6. CONTACT INFORMATION**:

Office phone: NOTE – I work remotely, so I do not have an office phone; however, I check my email regularly, so that is the most direct route 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: Hillary.hodges@wayland.wbu.edu

# **7. OFFICE HOURS, BUILDING & LOCATION**:

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

# **8. COURSE MEETING TIME & LOCATION**:

On-Line - Note: The week begins on Monday and ends on Sunday for the purposes of this course.

# **9. 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. The Major Field Examination is administered. Course Fee: $42.00 (Fee is subject to change in relation to cost increases of the Major Field Exam.)

# 10. PREREQUISITE:

Completion of all MAM or MAOL core courses.

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** | **UPDATED** |
| --- | --- | --- | --- | --- | --- | --- |
| Strategic Management  Concepts and Cases | Hitt | 12th | 2017 | Cengage Learning | 9781-33706-2916 | 4/24/17 |

NOTE: This is a VitalSource Etextbook. I do not use the MindTap tools. You will only need the book itself. **Etextbook cost is included at registration.** If you want to buy a hard copy, that is fine, but you **MUST OPT-OUT** of the etextbook in the classroom link prior to October 17th, 2021 or you will be charged for the etextbook.

# 12. OPTIONAL MATERIALS

None

# **13. COURSE OUTCOMES AND COMPETENCIES**:

1. Demonstrate knowledge acquired in completion of core courses in Master of Management Program.
2. Analyze internal and external environments to determine resources, capabilities, and core-competencies.
3. Recognizing the impact of globalizations of industries and on-going technological changes.
4. 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.
5. Evaluate and explain a set of commitments and actions designed to exploit core competencies and gain competitive advantage.

# 14. ATTENDANCE REQUIREMENTS:

As stated in the Wayland Catalog, students enrolled at one of the University’s external campuses should make every effort to attend all class meetings. All absences must be explained to the instructor, who will then determine whether the omitted work may be made up. When a student reaches that number of absences considered by the instructor to be excessive, the instructor will so advise the student and file an unsatisfactory progress report with the campus executive director. Any student who misses 25 percent or more of the regularly scheduled class meetings may receive a grade of F in the course. Additional attendance 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.” 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.

# **15. STATEMENT ON PLAGIARISM & 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.

# **16. 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 Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

# **17. 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%

**17.1 Grade Appeal Statement:** “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/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.”

# 18. TENTATIVE SCHEDULE

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| **Week** | **Topics Covered** | **Reading and Homework** |
| 1  10/11 | Strategic Management and Strategic Competitiveness (Chapter 1) | Chapter 2 & 3  **NOTE: First discussion/assignment is due on Wednesday, 10/13 at 11:59PM Mountain Time – this is the only week that this will be the case.** |
| 2  10/18 | 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) | Chapter 4 & 5  Discussion #2 and Quiz #1 due Sunday, 10/24 at 11:59PM MT |
| 3  10/25 | Business Level Strategy  Competitive Rivalry and Competitive Dynamics  Quiz #2 (on Chapters 2 & 3) | Chapter 6 & 7  Discussion #3 and Quiz #2 due Sunday, 10/31 at 11:59PM MT |
| 4  11/1 | Corporate Level Strategy  Merger and Acquisition Strategies  Quiz #3 (on Chapters 4 & 5) | Chapter 8 & 9  Discussion #4 and Quiz #3 due Sunday, 11/7 at 11:59PM MT |
| 5  11/8 | International Strategy  Cooperative Strategy  Quiz #4 (on Chapters 6 & 7) | Chapter 10 & 11  Discussion #5 and Quiz #4 due Sunday, 11/14 at 11:59PM MT |
| 6  11/15 | Corporate Governance  Organizational Structure and Controls  Quiz #5 (on Chapters 8 & 9) | Chapter 12 & 13  Discussion #6 and Quiz #5 due Sunday, 11/21 at 11:59PM MT |
|  | **11/22 – 11/26 THANKSGIVING BREAK – NO CLASSES** | Nothing due |
| 7  11/29 | Strategic Leadership  Strategic Entrepreneurship  Quiz #6 (on Chapters 10 & 11)  **\*FINAL RESEARCH PROJECT DUE** | No reading assignment  Discussion #7, Quiz #6, and Final project paper due Sunday, 12/5 at 11:59PM MT |
| 8  12/6 | \*Quiz #7 (on Chapters 12 & 13)  \*Final Discussion  **\*MFE COMPLETED AND RESULTS SUBMITTED** | **\*All final work submitted – no work accepted after Saturday, December 11th at 11:59PM Mountain Time** |

\* Not accepted late

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

# 19. 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.