



**VIRTUAL CAMPUS**  
**SCHOOL OF BUSINESS**  
**SYLLABUS**

1. **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.
2. **Course:** BUAD 5355B – VC01, Strategic Management for the MBA
3. **Term:** Spring 1 2022 (Jan 10, 2022 – Mar 05, 2022)
4. **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
5. **Office Phone Number and WBU Email Address:** 210-446-9350 [jimmie.flores@wbu.edu](mailto:jimmie.flores@wbu.edu)
6. **Office Hours, Building, and Location:** Monday - 8 AM to Noon; Tuesday - 8 AM to 11:30 AM
7. **Class Meeting Time and Location:** VirtualCampus
8. **Catalog Description:** Management decisions with student participation in simulations and/or case studies emphasizing comprehensive organizational analyses, policy and strategy development. Major Field Examination is administered. Course Fee: \$42.00 (Fee is subject to change in relation to cost increases of the Major Field Exam.)
9. **Prerequisites:** Completion of ALL MBA core courses.
10. **Required Textbook and Resources:**

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#	UPDATED
Strategic Management; Concepts and Cases+Mind Tap	Hitt/Ireland/Hoskisson	12th	2017	Cengage Learning <i>*Bundle*</i>	9781-33706-2916	3/29/16

**NOTE: eTextbook cost included at registration. The book involves courseware through Cengage. If you OPT-OUT of the eTextbook in the classroom link prior to Jan 17, 2022 you must purchase the access elsewhere to participate in the class.**

11. **Optional Materials:**

**12. 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

**13. 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.

Since this is an online class, two definitions need to be made clear.

**Attendance:** Attendance means that you have logged into the class. It DOES NOT mean that you have participated. You are required to login to the class weekly. If you do not login for any two weeks, you may be dropped from the class at the instructor's discretion.

**Participation:**

Participation means that you have logged into the class AND you have interacted with the professor or classmates through discussion postings and/or email exchanges. This class is highly participative. To receive full credit for participation, you must post meaningful messages on 3 of 7 days during the week. Once you post your initial response to the discussion question (DQ), which is required, you must post on two additional days DURING THE SPECIFIC WEEK. The initial response is due no later than Wednesday. I recommend your initial posting to be between 200-to-300 words. The replies to fellow students and to the professor should range between 100-to-150 words. This is a general guideline to help you understand the depth we are seeking. Remember that our week begins on a Monday and ends on a Sunday.

**Weekly Class Discussion Postings (Participation Guidelines):**

We will have discussion questions during selected weeks (Refer Syllabus) where students are required to respond to the initial posting from the Instructor as well as to respond to two (2) postings from fellow students. Please make sure you write these answers by conducting some research and cite both our text and external credible sources.

This class is highly participative. The class instruction is collaborative and experiential rather than primary lecture. It is expected that you participate weekly on 3 out of 7 days Participation credit will be earned for relevant remarks that involve posting questions; answering questions posted by your peers', sharing relevant articles you've found, or relevant information that can be shared with the class that will add to the course

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content. This course will become alive if you PARTICIPATE - and you become an active member of this course.

Your postings in the discussion area should be substantive. You should have at least 3 substantive postings per week. Answers such as "me too" or "I agree" do not qualify as relevant, substantive participation. I am looking for your thoughts, ideas and opinions. The Weekly Discussion Participation is worth 15 percent of your final grade.

**Participation Chart – Sample Postings:**

IP = Initial Post (Due by Wednesday of each week)

PR = Peer Response (Post on two days during the week different from the IP)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	MET	GRADE%
IP			PR		PR		YES	100%
	IP		PR			PR	YES	100%
		IP			PR	PR	YES	100%
			IP		PR	PR	NO	67%
PR					PR	PR	NO	67%
PR	PR	PR	PR	PR	PR	PR	NO	67%
		IP					NO	33%
							NO	0%

14. **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.

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.

15. **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.”

**16. 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%
<b>TOTAL</b>	<b>100%</b>

Grade achievement levels are as follows:

<b><u>Grade</u></b>	<b><u>Range</u></b>
A	90%+
B	80-89%
C	70-79%
D	60-69%
F	0-59%

**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.

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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 situation 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.

17. **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: (Calendar, Topics, Assignments)

Week	Activity	Assignments due
Week 1 01/10/2022 to 01/16/2022	Orientation  Post Introductions to Discussion Board  Chapters 1 and 2	<b>Introductions</b>  <b>Week 1 Discussion</b>
Week 2 01/17/2021 to 01/23/2022	Chapter 3  <b>Quiz #1 Due on 01/23/2022 by 11:59 PM</b>	<b>Week 2 Discussion</b>  <b>Quiz #1</b>
Week 3 01/24/2022 to 01/30/2022	Chapter 4 and 5	<b>Week 3 Discussion</b>
Week 4 01/31/2022 to 02/06/2022	Chapter 6  <b>Midterm Assignment due on to 02/06/2022 by 11:59 pm</b>	<b>Midterm Assignment</b>
Week 5 02/07/2022 to 02/13/2022	Chapters 7 and 8	<b>Week 5 Discussion</b>
Week 6 02/14/2022 to 02/20/2022	Chapters 9 and 10  <b>Case Study Assignment due on 02/20/2022 by 11:59 pm</b>	<b>Case Study Assignment</b>
Week 7 02/21/2022 to 02/27/2022	Chapters 11 and 12  <b>Quiz #2 Due on 02/27/2022 by 11:59 pm</b>	<b>Quiz #2</b>  <b>Final Assignment</b>

	<b>Final Assignment due on 02/27/2022 by 11:59 pm</b>	
<p>Week 8 02/28/2022 to 03/05/2022</p>	<p>Chapters 13</p>	<p><b>Week 8 Discussion</b></p>
	<p><b>Spring 1 2022 term ends on 03/05/2022</b></p>	

**19. 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.**

**20. Additional information as desired by the facultymember.**

**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



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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 often 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](mailto: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)

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- 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.