**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 Spring 2 2024 – Strategic Management for the MAM/MAOL

**Campus**

: WBU Online

**Term/Session**

**:** Spring 2 2024

**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 | Hitt | 13th | 2020 | Cengage | 9781-33791-6752 |

*If this is an UNDERGRAD class the textbook for this course is part of the* ***Pioneer Academic Access Program****. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. If the course requires a physical book you can order at bookstore.wbu.edu. The cost of all your materials are billed to your student account at $26.00 per credit hour. You can choose to opt-out, however if you do you will lose access to* ***all******classes/materials*** *and have to source through third party vendors You will be notified via email with access instructions and additional information. If you are in a GRADUATE class you will have an Automatic eBook which is billed directly to your student account or a physical book that can be purchased at bookstore.wbu.edu.  If you do not wish to participate in the Automatic eBook program, you will have the first week of class to opt-out of the program (additional details will be outlined in your email instructions).*

**Course Information**

**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.)

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

**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.

**University Policies**

**Academic Integrity**

**:**

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

**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.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Rick Hammer, [hammerr@wbu.edu](mailto:hammerr@wbu.edu) or call 1-866-547-9192 for

24/7 Blackboard Support.

**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**

**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** | |
|  | | Orientation | | |  | |
|  | | Post Introductions to Discussion | | |  | |
| Week 1 | | Board | | | Introductions | |
| 3/25/24 to 3/31/24 | | Chapter 01: Strategic | | | Week 1 Discussion | |
|  | | Management and | | |  | |
|  | | Competitiveness Chapter 02: | | |  | |
|  | | The External Environment | | |  | |
| Week 2 |  |  |  | Chapter 03: The Internal Organization |  |  |
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| 4/1/24 to 4/7/24 |  |  | | |  | Week 2 Discussion  Quiz #1 |
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| Week 3 |  | Chapter 04: Business Level | | |  |  |
|  |  |  | Strategy |  |  |
|  |  |  |  |  | Week 3 Discussion |
|  |  | Chapter 05: Competitive Rivalry | | |  |
| 4/8/24 to 4/14/24 |  |  |  |
|  | and Competitive Dynamics | | |  |  |
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|  |  | Chapter 06: Corporate Level | | |  |  |
| Week 4 |  |  |  | Strategy |  | Midterm Assignment |
| 4/15/24 to 4/21/24 |  | Midterm Assignment | | |  |
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| Week 5 |  |  | Chapter 07: Merger and | |  |  |
|  | Acquisition Strategies Chapter | | |  | Week 5 Discussion |
| 4/22/24 to 4/28/24 |  |  |
|  |  | 08: International Strategy | |  |  |
|  |  |  |  |  |
|  |  |  | Chapter 09: Cooperative | |  |  |
| Week 6 |  | Strategy Chapter 10: Corporate | | |  |  |
|  |  |  | Governance |  | Case Study Assignment |
| 4/29/24 to 5/5/24 |  |  |  |  |
|  | Case Study Assignment | | |  |  |
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|  |  | Structure and Controls Chapter | | | | |  |  |
| Week 7 |  |  | Final Assignment  Quiz #2 |
|  |  | 12: Strategic Leadership | | | |  |
| 5/6/24 to 5/12/24 |  |  |  |  |
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| Week 8 |  |  |  | Chapter 13: Strategic | | |  | Week 8 Discussion |
|  |  |  |  |  |
| 5/13/24 to 5/18/24 |  |  |  | Entrepreneurship | | |  |
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|  | **Spring 2 2024 term ends on 5/18/24** | | | | | | |  |

**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.

**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.>