**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 – VC01 – Strategic Management for the MBA

**Campus**

: WBUonline

**Term/Session**

**:** Summer 2025, (June 2 to July 26)

**Instructor**

**:** Dr. Dave Rambow, Professor Emeritus of Management

**Office Phone Number/Cell #**

**:** (907) 242-4261 (Please no calls after 9:00 p.m. EST)

**WBU Email Address**

**:** david.rambow@wayland.wbu.edu

**Office Hours, Building, and Location**

**:** Online

**Class Meeting Time and Location**

**:** WBUonline

**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.

**Textbook Information**

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

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Strategic Management; Concepts and Cases  with Mind Tap | Hitt/Ireland  Hoskisson | 14th | 2024 | Cengage | 9780-35771-6786 |

*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).*

**Optional Materials**

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1. American Psychological Association. (2019). *Publication manual of the American Psychological Association* (7th ed.). Washington DC: American Psychological Association
2. Learning Resource Center: The Wayland Library (Learning Resource Center) is available to all Wayland students at: [http://library.wbu.edu](https://webmail.wbu.edu/owa/redir.aspx?C=47gYOUv0XkCt_AMdzEWj6fdPe8FxTNAIOH59kNHmy9xsb1bBKilrMNvOUYx_O3uZE9hNOV4SEOs.&URL=http%3a%2f%2flibrary.wbu.edu) . Tutorials for accessing library resources are linked from the homepage.
3. c. Grammarly at
4. <https://www.grammarly.com>

**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**

**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)

**Artificial Intelligence:** **Generative AI tools permitted in specific context and with proper citations.**

* + 1. Students are allowed to use, reference, or incorporate generative AI tools into specific assignments for this course. When used, students must properly cite the generative AI tool in their submitted work.
    2. While there is no true substitute for direct help and instruction for your instructor, students may be allowed to use generative AI tools to provide further explanations of course content, readings, and other assignments. Any use of generative AI tools to help further explain or translate content must be properly referenced and cited.
    3. Specific parameters for generative AI usage are provided by the instructor.
    4. Any use of generative AI tools outside of the approved instructor parameters will be considered a form of plagiarism and academic dishonesty.

**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**

1. **Course Assignments:** All course assignments are due by mid-night in the time zone a class member resides. Course work submitted late may be subject to a reduced by 1.5% for each day an assignment is late. The due dates for assignments are found in the *Tentative Schedule*. All course work must be a class member’s “original work.” This means that the student authored all assignments and when the ideas, concepts, theories, and/or principles from another author are used, the class member properly credited the source in the correct APA format.
2. **WBU Email Accounts:** By June 4, all class members will have an active WBU email account. Additionally, throughout this course, class members will check their respective WBU email accounts **as a minimum once a week**, beginning the first week of the Summer term.
3. **READ THIS: Preparation, Participation, and Engagement**: The learning process mandates that a Class member”
   1. **Prepare** for each online session by (1) reading assigned chapter(s) (2) viewing and listening to video lectures in WEEK folders #1 through #7, and (3) after listening each week’s video lectures, sending an email response to the instructor with that week’s designated word.
   2. **Participate** by (1) reading the feedback provided in weekly for individual and group assignments and (2) after reading the group assignment feedback documents, class members will send an email response to the instructor with that group assignment feedback document’s designated word.
   3. **Engage** applying feedback to future assignments.
   4. **Preparation, Participation, and Engagement represent 10% of the course total grade.**
   5. The rubric below will be used to evaluate preparation, participation, and engagement. (PPE)

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|  | **Online Class Sessions Missed** | | | | |
| **Criteria used to determine level of**  **Preparation, Participation, and Engagement** | **0** | **1** | **2** | **3** | **4** |
| **Class member demonstrated preparation** by viewing all PPT video presentaitons. **Class member demonstrated participation and engagement** by responding in email to the instructor on session video lectures and group feedback documents. Class member further demonstrated engagement by appling corrections to assignments from prior feedback documents. | **100%** | **90%** | **80%** | **70%** | **00%** |
| **Class member demonstrated preparation** by viewing 80% of all PPT video presentaitons. **Class member demonstrated occassional participation and engagement** by occassionally responding in email to the instructor on session video lectures and group feedback documents. Class member further demonstrated some preparedness by occassionally appling some corrections to assignments from prior feedback documents. | **90%** | **80%** | **70%** | **60%** | **00%** |
| **Class member demonstrated preparation** by viewing 70% of all PPT video presentaitons. **Class member demonstrated infrequently participation and engagement** by seldom responding in email to the instructor on session video lectures and group feedback documents. Class member seldom demonstrated preparedness by seldom appling corrections to assignments from prior feedback documents. | **70%** | **60%** | **50%** | **40%** | **00%** |
| **Class member demonstrated preparation** by viewing less than 70% of all PPT video presentaitons.  **Class member demonstrated little to no participation and engagement** by not responding in email to the instructor on session video lectures and group feedback documents. Class member did not demonstratde preparedness in appling corrections to assignments from prior feedback documents. | **50%** | **40%** | **30%** | **20%** | **00%** |

1. **Weekly Topic Assignment (WTA):** WTA prompts are found in the course BlackBoard within each Weekly Folder. Students will craft a *scholarly response* for WTAs #2 through WTA #7 prompts.
   1. WTA #1, Parts A & B will be assessed for a maximum score of 5.0 points.
   2. WTAs #2 through #6 will be assessed for a maximum of 11.0 points.
   3. WTA #7 is provided for extra credit and will be assessed for a maximum of 4.0 points.
   4. WTA #8 will be assessed for a maximum of 5.0 points
2. **Strategic Management Case Study Analyses Paper:** Graduate students will conduct a Strategic Management Case Study analysis paper. The due date for the Strategic Management Case Study paper is found in the *Tentative Schedule*. **The Strategic Management Case Study paper is worth 22% for a total course grade.**
3. **Means for Assessing Outcome Competencies and computing final course grade:**
   1. Preparation, Participation, and Engagement **10%**
   2. First Required Assignment **03%**
   3. WTA #1 **05%**
   4. Five (5) BlackBoard Weekly Topic Assignments (WTA) (5 x 11 points each) **55%**
   5. Weekly Topic Assignment #8 **05%**
   6. Strategic Management Case Study Paper **22%**

**100%**

1. **Technology Requirements:**

Graduate students are expected to perform basic computer hardware and software proficiency with commonly used software programs and maintain current software updates. Additionally, graduate students are responsible to maintain their respective ISP service. To view and listen to video PowerPoint lectures and to enter schedule Collaborate Ultra session, graduate students will use the Google Chrome browser. If a student’s PC does not have the Google Chrome browser, then the browser software can be downloaded for free at the Google Chrome web site.

**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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| Date & Week # | Homework, Activities and Assignments |
| **FIRST ASSIGNMENT** | **On or before Thursday, June 5,** complete the Required First Assignment |
| **Week - HOMEWORK**  June 2 to June 8 | **🕮**  Print and read course syllabus.  **☞** Establish a WBU email account and send an email message to the instructor at [david.rambow@wayland.wbu.edu](mailto:david.rambow@wayland.wbu.edu) from WBU email account. (Instructions for establishing a WBU email account is located within the course BlackBoard site.  **🕮** Read Chapters 1 & 2 – **(Hitt et al., 2024)** |
| **Week 1 Folder** | **🖳 Week 1 Folder:** View 5 video presentations (1) The Focus of this Course, (2) Course Introduction and Overview, (3) Analytical and Systems Thinking, (4) Chapter 1, and (5) Chapter 2.  **Assignment:** Post response toWeekly Topic Assignment (WTA) #1, Part A and send an email response for WTA #1 Part B by **Sunday, June 8** |

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| Date & Week # | Homework, Activities and Assignments |
| **Week 2 - HOMEWORK**  June 9 to June 15 | **June 9: Last day to drop or withdraw without record/Census Date**  Read Chapters 3 & 4 – **(Hitt et al., 2023)**  **Assignment:**   * Submit a response to Weekly Topic Assignment (WTA) #2 prompt. |
| **Week 2 Folder** | **🖳 Week 2 Folder:** View 3 video presentations on 1) Chapter 3, 2) Chapter 4, and 3) Scholarly Thinking – Scholarly Writing  **Assignment**: Submit a response to WTA #2 prompt and provided feedback to one peer by **Sunday, June 15.** |
| **Week 3 - HOMEWORK**  June 16 to June 22 | Read Chapters 5 & 6 – **(Hitt et al., 2023)**  Assignment - Complete WTA #3 prompt. |
| **Tuesday, June 17**  First Live Collaborative meeting | 🖳 **First live Collaborative meeting,** **Tuesday, June 17.**  Use only Google Chrome to access this live Collaborate Session. |

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| Week 3 Folder | 🖳 Week 3 Folder: View 2 video presentations on 2) Chapter 5 and 2) Chapter 6  Assignment: Submit a response to WTA #3 prompt and provided feedback to one peer by Sunday, June 22. |
| **Week 4 - HOMEWORK**  June 23 to June 29 | Read Chapter 7– **(Hitt et al., 2023)**  **Assignment** - Complete Weekly Topic Assignment (WTA) #4 prompt. |
| **Week 4 Folder** | **🖳 Week 4 Folder**: View 1 video presentations on Chapter 7  **Assignment**: Submit a response to WTA #4 prompt and provided feedback to one peer by **Sunday, June 29** |
| **Week 5 - HOMEWORK**  June 30 to July 6 | Read Chapters 9 & 10 - **(Hitt et al., 2023)**  **Assignment:** Complete Weekly Topic Assignment (WTA) #5 prompt. |

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| Date & Week # | Homework, Activities and Assignments |
| **Week 5 Folder** | **🖳 Week 5 Folder**: View 2 video presentations on 1) Chapter 9 and 2) Chapter 10.  **Assignments:** Submit a response to WTA #5 prompt and provided feedback to one peer by **Sunday, July 6** |
| **Week 6 - HOMEWORK**  July 7 to July 13 | Read Chapters 11 & 12 – **(Hitt et al., 2023)**  **Assignment:** Complete Weekly Topic Assignment (WTA) #6 prompt. |
| **Week 6 Folder** | **🖳 Week 6 Folder**: View 2 video presentations on 1) Chapter 11 and 2) Chapter 12.  **🕮 Assignments:**   * Submit a response to WTA #6 prompt and provided feedback to one peer by **Sunday, July 13** |

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| Week 7 - HOMEWORK -  July 14 to July 20 | Read Chapters 13 - (Hitt et al., 2023)  Assignment:   * Assignment – For EXTRA CREDIT – complete Weekly Topic Assignment (WTA) #7 prompt. * Week 7 Folder - download and read Strategic Management Case Study Requirements, Strategic Management Case Study paper template, and Rubric. Strategic Management Case Study analysis paper is due Friday, July 25 by midnight (Central Time Zone). |
| **Tuesday, July 15**  Second Collaborative meeting | **🖳**  Second Collaborative Ultra session, **Tuesday, July 15**  Use ONLY Google Chrome to access Collaborate session. |
| **Date & Session #** | **Homework, Activities and Assignments** |
| **Week 7** | **🖳 In Week 7 Folder**: View 1 video presentation on Chapter 13    **Assignments:** FOR EXTRA CREDIT - Complete Weekly Topic Assignment (WTA) #7 prompt by **Sunday, July 20** |
| **Week 8 - HOMEWORK**  July 21 to July 26 | **Assignments:**   * + - * Submit a response to WTA #8 prompt.       * Complete Strategic Management Case Study analysis paper – **due Friday, July 25** |
| **Week 8 Folder** | **Assignments:** Submit a response to WTA #8 by **Friday, July 25**  **UPLOAD HR Case Study analysis paper** through the “HR Case Study Paper” link within Week 8 Folder by mid-night, **Friday, July 25** |

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| Posting of Final Course Grade | Final course grades will be posted within Student Services NLT noon (Central Time Zone) Tuesday, July 29 |

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| NOTE: The professor reserves the right to alter this schedule as needed. Any revisions to this study plan will be announced through email to student’s WBU email account. |

**Additional Information**

* 1. **Students’ WBU Email Accounts:** By week 1 of theterm, graduate students will establish a WBU email account, and send an email to the instructor using the student’s WBU email account. This is a mandatory requirement. If a graduate student experiences difficulty establishing a WBU email account, then contact the instructor via the telephone number provided in this syllabus**. NOTE:** My email address is [david.rambow@wayland.wbu.edu](mailto:david.rambow@wayland.wbu.edu)
  2. **Students will check their respective WBU email accounts every week.**
  3. **Course/Assignment Information:**
     1. Students will need Internet to access BlackBoard. Additionally, students will need a computer with speakers or headsets to listen to voice embedded video PowerPoint lectures.
     2. All assignments are **due is NLT 11:59 p.m**. for the time zone the student resides. Late assignments are subject to score reduction.
     3. All written assignments will be assessed on 1) content, 2) grammar and punctuation, and 3) proper application of APA writing style (7th ed.).
     4. Questions concerning grades (scores) received on assignments will be resolved within one week after the assignment has been assessed.
     5. All work will be the original work of the individual student. Academic honesty is expected of all students. Plagiarism, cheating, and other acts that lack academic honesty will result in a zero (0) for an assignment, and additional actions as outlined within online WBU Academic Catalog 2024-2025, may be taken by the instructor.
     6. The student’s first point-of-contact for this course is the professor. If the professor cannot provide a satisfactory response, then the graduate students will next contact the student’s respective campus dean.

1. **Expectations and Responsibilities:**
   * 1. Instructor: As the instructor, I am responsible to communicate and instruct the course standards by presenting clear, meaningful video lectures, providing students timely and useful feedback on assignments, and responding back to students in a timely manner.
     2. Student: My expectations for members of this course: Class members
   1. Class members will read this syllabus completely and understand your responsibilities.
   2. Class members will enter each on-line class session having read the assigned chapter(s) and having listened to the corresponding chapter lectures posted within BlackBoard.
   3. Class members will complete and turn assignment at the due date.
   4. Class members will present questions when text and /or lectured material are unclear.
   5. Class members will commit yourself to the learning process.
   6. Class members **will communicate with the professor.**