**MISSISSIPPI VALLEY STATE UNIVERSITY**

**Department of Business Administration**

**BA 451-E01: STRATEGIC MANAGEMENT (3 credit hours)**

**Fall 2018**

**Time and Place:** Online

**Instructor:** Dr. Jimmie S. Warren

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**Office Hours**: **Monday -Friday: 8am to 5pm**

**COURSE MATERIALS**

**Strategic Management, Competitiveness & Globalization: Concepts & Cases, 12e Edition.** Hitt, Michael A., Ireland, Duane R., Hoskisson, Robert E. Mason, OH: Southwest, Cengage Learning. MindTap Management, 1-term (6 months) Printed Access Card for interactive E-book-**ISBN-9781305627659**

1. Electronic access to the course text is available at the MVSU bookstore.
2. Handouts provided in class by instructor or via email.
3. Additional readings may be assigned from academic journals and business journals such as the Wall Street Journal, the Economist, Business, Fortune, Barron’s, MVSU library databases, etc.
4. **Knowledge of APA 6th Edition formatting for writing assignments. You can find this information online (Internet). You will be required to know and use this writing format. In addition, additional Formatting & Writing Styles Guide document and other helpful documents have been provided for you on Blackboard in the appropriate tab.**

**COURSE PREREQUISITES**

The completion of all or most of the BA (especially BA 314, BA 315, and BA 430) or ACC major core courses or have an academic standing of Senior or advanced junior status with permission from the professor teaching the course. This is the capstone or final course for all business administration majors within the Department of Business.

**DESCRIPTION OF THE COURSE**

The Strategic Management Capstone course, BA-451, is a writing emphasis courses and is designed to provide the student with a general set of business knowledge, skills, competencies, and abilities to strategically identify, analyze, and to solve 21st century dynamic competitive environmental issues confronting 21st century business managers and CEOs. Although not as intense as the graduate level strategic management course, but still in a strategic leadership, ethical and management framework, this course integrates core business knowledge and core competencies across all organizational functional areas to arrive at economically sound, ethically principled, and value-adding solutions that add to the effectiveness of organizations and that also creates a sustainable competitive advantage. It is strongly recommended that students take this course in their final semester of the degree program.

**COURSE OBJECTIVES AND EXPECTED STUDENT LEARNING OUTCOMES**

Upon completing the course, the graduate student will be able to:

1. Demonstrate sufficient proficiency in the application of strategic and critical thinking, strategic leadership, and strategic analysis methods to produce a synergistic integration of applicable knowledge across organizational functional areas.
2. Demonstrate sufficient proficiency in the use of information technology (IT) tools (computers, laptops, various business analytical, marketing, and statistics software, databases, and social media venues) that are commonly used and that are continuously evolving in 21st century competitive and dynamic global business environments.
3. Demonstrate sufficient proficiency at communicating and articulating organizational visions, missions, and strategic goals via various writing styles and oral presentations.

**READING ASSIGNMENTS**

The reading assignments for each week are shown in the accompanying schedule of topics, assignments, and activities. Not surprisingly, those who take the reading seriously understand the course materials better and have less difficulty in the other elements of the course. Completing reading assignments and the assigned course materials contained within the textbook are the responsibility of each student as part of his/her contractual obligation in the learning experience of this course. The student is, also encouraged to read academic business literature and business news briefings of the day in preparation for class discussions. The lectures are designed to supplement and elaborate upon the assigned readings and textbook content for an “outside of the text book” experience.

**BLACKBOARD PARTICIPATION AND ATTENDANCE**

This course will be structured as an online learning environment or virtual classroom. The success of the course is mainly dependent upon each student being prepared and actively contributing to the Blackboard online discussion. This is what I call the digital or online “CAMPFIRE” experience! I want the students to talk to each other. In my years of participating in the online learning environment, I have learned and greatly benefited from deep, meaningful, and informative discussions and debates amongst students. Some of the students, if not most, were already working adults who were currently working and competing in the workforce. Your colleagues and you bring a tacit as well as explicit knowledge about the work environment: how business and government policies affect the competitive business landscape. In other words, I want to know what the student thinks about the material that we will cover. You have knowledge and experiences that could contribute greatly to the online discussions. In addition, because class participation is an important part of the online classroom instruction methodology, I give generous points for online classroom participation! Therefore, it is imperative that each student is fully prepared, willing and able to offer analytical insights, constructive criticism, and encouraging support. This is a performance-based course in which the student is evaluated on his/her ability to sufficiently demonstrate the skills, ability, knowledge, and competence expected and required of someone pursuing an undergraduate Business Administration degree. I also grade subjectively, that is I look at how the student is progressing through the course. The student might start the course on a “low note” but end the course on a “high note”. This indicates to me that the student showed that they were able to grasp the knowledge content for the course well enough to professionally and competently communicate this in written format and in a display of information: a Power Point. In addition, your character is displayed in how you respond to your classmates and to the discussion questions as well as the effort you put forth in this class. Each student should strive to contribute actively and significantly to the discussion of each week's scheduled topics. You will see this subjective assessment, in addition the objective assessment, on the Excel sheet that I will provide with accumulated points for assignments and online virtual classroom participation points. I will have two columns on the Excel sheet at the end of the course that state: **Grade Earned and Grade Given**! The grade earned will be the objective assessment; the grade given will be the subjective assessment. Every student, therefore, should make a conscientious effort to attend every online class discussion and to be sufficiently prepared to make meaningful contributions. **There will be no personal attacks during the discussions!** If you disagree, just simply state that you disagree and that you would like to offer your opinion on the matter. Be sure to back up your opinion with references (facts). In the case of personal attacks, the student committing this action will have corrective actions taken against them by the instructor.

The course materials will be broken down on a weekly basis, with a week being seven days: Monday to Sunday. There will be only one discussion question (DQs) per week and specified assignments (if any). You will be required to respond to each discussion question for each week. In addition to responding to each DQ for each week, you are required to make one additional post to any classmate on three out of the seven days for each week. The one additional post could be in response to a classmate’s DQ response or to a classmate’s response to another classmate’s responses. In addition, I (the instructor) will occasionally post questions or I will respond to student posts! Each response to the DQs and your additional one response to any of your classmates on three out of the seven days for each week should be 50 to 100 words (you do not have to post once to every classmate, just to one or to several if you desire). This will be considered substantive. Please do not post statements such as **“I agree…” or “I like your answer…” or “Your answer is similar to mine…”, YOU KNOW WHAT I MEAN**! This is a senior level undergraduate capstone course and I want senior level undergraduate capstone conversations! You will not receive credit for these kinds of responses! In addition, always use in-text citations to back up your opinions! This is to stimulate virtual classroom discourse and this will be your attendance record: **THIS WILL BE CHECKED**!! This will promote, hopefully, meaningful online discussions. **Discussion questions will continue for the first seven weeks of the course.**

Online participation points will be four and half (4.5) points per week: one point per DQ post (substantive post) and one point for each additional one post on three out of seven days for each week for the first seven weeks of the course. On the seventh day of each week, each student will post an “Implications & Conclusions” (IC) post. Each week, learners create a brief statement of how the week’s learning and interactions have affected their thought process and their understanding of the material. The student will receive one-half of a point (.5) point for IC postings, totaling five (4.5) points for each of the seven weeks. **Do not post your Implications & Conclusions before the week is out. Post on the last day of the week!** This statement will include suggested real-world manifestations of the week’s material and a plan for implementing the material in personal and/or professional settings. This statement can also include questions for the course facilitator regarding material that may still be unclear. This statement will be formatted with the heading, *Implications* & *Conclusions* (IC); and the statement will be posted in the body of the text box (**not as an attachment**) to the Main Class Room discussion forum under the thread provided by the instructor. Word length requirement for the (IC) is at least 50-100 words, per post. Again, the (IC) post will afford each student an additional half of a point (.5) for online participation. A total of four and half (4.5) points per week will be realized: (one point per DQ post: **1-point**), one point for each additional one post on three out of the seven days for each week: **3-points**), and half of a point for the IC post: **.5-point**).

**Course Exams**

There will be five exams that will cover the breadth of the chapters for the course text. There are 50 multiple choice questions per exam and each question per exam is worth one (1) point for a total of 50 points per exam. All five exams will be accessible via the Blackboard Exam tabs with instructions.

**Supplemental Assignments**

There will be three individual supplemental written assignments and instructions can be found on the Fall 2018 BA-451-E01 Supplemental Syllabus.

**Team Final Project (Strategic Case Studies)**

You will be placed into teams early in the course and the teams will be designated: Team A, Team B, Team C, Team D, etc. Each team will have their own tab for communications on team case studies. There will be a total of three team case studies accompanied by a Power Point presentation. Each of the written sections will also be submitted to TurnitIn for plagiarism checks and each team will post their final version of each written section of the team project to TurnitIn. One person from each team will be responsible for posting the final version of the team case study papers to the designated “TurnitIn” portal at the end of each week the team assignments are due. Therefore, if there are four teams, there should be only four posts for each team project in the designated final submission TurnitIn portal, and so on. However, each team will have a designated “Sectional Submissions” TurnitIn portal to post copies and corrections for sections of team assignments that will be completed by members from each team before making the final post of their team assignments to a final team TurnitIn portal! This will be explained in more detail later in the semester.

The purpose of **Strategic Management Case Studies** is to give the student an opportunity to demonstrate their ability to articulate their understanding of strategic management concepts and practical application of these concepts. The case study will give the student the opportunity to integrate the information from the core coursework of the business administration program in a cohesive analytical report. This is similar to the CEO of an organization who is responsible for putting together a strategic plan or putting together a report that concerning the “health” of the organization, with the help of managers representing the functional divisions within business organizations. This will also provide the instructor the opportunity to evaluate the student’s ability to articulate their thoughts and ideas in writing and orally in a manner that is expected at the undergraduate senior level within a university business administration BS/BA program.

**Again, For this assignment, there will be written paper that will be written by the team. The written paper will also be submitted to Turnitin to check for plagiarism. You will be given the login instructions to Turnitin. In addition, there will be a Power Point required along with the written paper!**

**You will also, provide a Power Point with the final version of the team assignments, but you will not post the Power Point to TurnitIn. Power Points will be submitted to the respective Team Assignment’s Tab on Blackboard. I will provide to you the login criteria to submit to TurnitIn. You should look to achieve no more than a 10% Similarity on your assignments via Turn-It-In.**

In addition, your individual written assignments will use the plagiarism checker, TurnitIn, via the MVSU Library. You will be instructed as to which written assignments are to be submitted to TurnitIn and when to submit them to TurnitIn.

Also, for your group written assignments (papers, Power Points, etc.), you will be able to use as in-text citations or references: only peer reviewed references that you will be able to retrieve from the MVSU library. **If you use a web site, you should be able to find the information to format it into a proper citation and reference. Do not simply list the web link, only!** **You can also find additional information concerning proper APA formatting on the Internet. Remember, this is a graduate program and you are expected to know how to research what you do not know! This is called being information literate! The formatting for the written assignments, citations, and references should be in APA 6th Edition format. If you have questions or need access to resources, the MVSU library staff is available to assist you.**

**ACADEMIC HONESTY (CHEATING AND PLAGIARISM POLICY)**

The Department of Business Administration adheres to the University’s policy on academic honesty as contained in of the University catalog. The University catalog contains some examples of unacceptable conduct including plagiarism, cheating on examinations, unauthorized collaboration, etc.

**REQUIRED TECHNOLOGY FOR THE COURSE**

1. Word Processor and Spreadsheet (MS Office Suite)

2. Knowledge of in the use of Blackboard and Internet web browsers.

3. Knowledge of database access for research articles from peer reviewed journals. Become familiar with your MVSU Library database of peer-reviewed journals. The MVSU Library staff is available if you are in need of help.

4. Checking and reading your emails on a regular basis; every other day! I also send out

emails containing job and internship announcements. Therefore, you should be watching and checking your emails.

5. TurnitIn Plagiarism checker will be used. Access will be provided by the instructor.

**POTENTIAL SOURCES FOR ORGANIZATIONAL DATA:**

* Articles from peer reviewed journal databases (MVSU Library)
* The company websites
* The Wall Street Journal’s Annual Reports Service (800-654-2582)
* <http://finance.yahoo.com> for company profile, key statistics, analyst opinion, etc.
* Additionally, search online to find one of the most recent articles concerning these companies

**TENTATIVE COURSE OUTLINE**

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| **Week** | **Chapter(s)** | **Topics** |
| **Week 1**  Aug. 27-Sept. 2 | **Chapter 1** | **Please read: Strategic Management and Strategic Competitiveness**  **In addition to the Week 1 chapter reading**:   1. Class Introductions: Post to the Blackboard tab for Week 1 DQ, a short bio of yourself. Post this to the appropriate tab for discussion questions for Week 1. Do not post an attachment, place directly into the text box. 2. Respond to the Week 1 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 3. Post your IC for Week 1. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **(In addition to the chapter reading, study the APA 6th Edition format via the Web links provided below and other materials that you will be provided on Blackboard.) You will use this writing format for all of your written assignments (individual and team). In addition, there are other resources on the Internet that you can access for APA 6th Edition in addition to formal and professional writing for graduate MBA programs.**   1. [**http://www.apastyle.org/**](http://www.apastyle.org/) 2. [**https://owl.english.purdue.edu/owl/resource/560/01/**](https://owl.english.purdue.edu/owl/resource/560/01/) |
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| **Week 2**  Sept. 3-Sept. 9 | **Chapter 2**  **Chapter 3** | **The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis**  **The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages**  **In addition to the Week 2 chapter readings:**   1. Respond to the Week 2 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 2. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **Exam # 1 via the Blackboard “Exam # 1” tab: The exam # 1 will be accessible on Sept. 9, 2018 for one (1) hour.**  **For your first individual assignment: See supplemental sheet for assignment #1. Due Sept. 9, 2018 by 11:59pm. Post to “Assignment # 1” tab on Blackboard after posting to TurnitIn.** |
| **Week 3**  Sept. 10-Sept. 16 | **Chapter 4**  **Chapter 6** | **Business-Level Strategy**  **Corporate-Level Strategy**  **In addition to the Week 3 chapter readings:**   1. Respond to the Week 3 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 3. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **Exam # 2 via the Blackboard “Exam # 2” tab: The exam # 1 will be accessible on Sept. 16, 2018 for one (1) hour.**  **For your second individual assignment: See supplemental sheet for assignment # 2. Due Sept. 16, 2018 by 11:59pm. Post to “Assignment # 2” tab on Blackboard after posting to TurnitIn.** |
| **Week 4**  Sept. 17-Sept. 23 | **Chapter 5**  **Chapter 9** | **Competitive Rivalry and Competitive Dynamics**  **Cooperative Strategy**  **In addition to the Week 4 chapter readings:**   1. Respond to the Week 4 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 4. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **Exam # 3 via the Blackboard “Exam # 3” tab: The exam # 3 will be accessible on Sept. 23, 2018 for one (1) hour.** |
| **Week 5**  Sept. 24-Sept. 30 | **Chapter 7**  **Chapter 8** | **Merger and Acquisition Strategies**  **International Strategy**  **In addition to the Week 5 chapter readings:**   1. Respond to the Week 5 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 5. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **For your third individual assignment: See supplemental sheet for assignment # 3. Due Sept. 30, 2018 by 11:59pm. Post to “Assignment # 3” tab on Blackboard after posting to TurnitIn.**  **Exam # 4 via the Blackboard “Exam # 4” tab: The exam # 4 will be accessible on Sept. 30, 2018 for one (1) hour.** |
| **Week 6**  Oct. 1-Oct. 7  **Midterm** | **Chapter 10**  **Chapter 11** | **Corporate Governance**  **Organizational Structure and Controls**  **In addition to the Week 6 chapter readings:**   1. Respond to the Week 6 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 6. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **Exam # 5 via the Blackboard “Exam # 5” tab: The exam # 5 will be accessible on Oct. 7, 2018 for one (1) hour.**  **Mid Term grades will consist of Week 1 thru Week 6 online participation points, the five exams, and 1-3 supplemental assignments.** |
| **Week 7**  Oct. 8-Oct. 14  **Week 7 online participation points (4.5-points) will be added after midterms, at the end of the semester!!!!** | **Chapter 13**  **Chapter 12** | **Strategic Entrepreneurship**  **Strategic Leadership**  **In addition to the Week 7 chapter readings:**   1. Respond to the Week 7 DQ question according to the instructions given in the syllabus. Do not post an attachment, place directly into the text box. 2. Post your IC for Week 7. (Do not post this before the end of the week). Do not post an attachment, place directly into the text box.   **Teams will be put together by the instructor (ME) and each team will have their own team forum in which they will communicate throughout the remainder of the semester. The teams will be conducting case studies (two or three of them). A third case study will be issued if the teams do not do well on the first two case studies!! Each team will choose an organization to analyze and each team will post their choice to their respective Team tabs on Blackboard. The teams should communicate in their respective Team Tabs on Blackboard. Additional instructions will be posted during this time. Please post your teams’ choice in your teams’ Forum Tab by October 14, 2018.** |
| **Week 8**  Oct. 15-Oct. 21 | Work on Team Case Study # 1 | Teams will be working on their Case Study # 1. |
| **Week 9**  Oct. 22-Oct. 28 | Finalize Team Case Study # 1 | **Submit written section of Case Study # 1 to TurnitIn on, October 28, 2018 by 11:59pm**. Post Power Point to your Team’s Forum in Blackboard. |
| **Week 10**  Oct. 29-Nov. 4 | Work on Team Case Study # 2 | Teams will be working on their Case Study # 2. |
| **Week 11**  Nov. 5-Nov.11 | Finalize Team Case Study # 2 | **Submit written section of Case Study # 2 to TurnitIn on, October 28, 2018 by 11:59pm**. Post Power Point to your Team’s Forum in Blackboard. |
| **Week 12**  Nov. 12-Nov. 18 | **????????????????????????** | **????????????????????????????????????????????????????????????????????????????????????????????** |
| **Week 13**  Nov. 19-Nov. 25 | Fall & Holiday Break!!! | 2018 Fall & Thanksgiving Break!!! Enjoy!!! |
| **Week 14**  Nov. 26-Dec. 2 | Grading Assignments | Grading all remaining assignments and finalizing grades for the semester. Will Post by December 9-10, 2018. |
| **Week 15**  Dec. 3-Dec. 10 | Grading Assignments | Grading all remaining assignments and finalizing grades for the semester. Will Post by December 9-10, 2018. |
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**COURSE EVALUATION AND GRADING**

Assignments (3×50pts) 150.0

Exams (5x50) 250.0

Blackboard Online Participation 32.5

Team Case Studies (3×50pts) 150.0

Total Points 582.5

**Grading standard will be (total of 314 points)**:

Mid-Term Scale: **A: 385-428 B: 342-384 C: 300-341 D: 257-299 F: <257**

**Grading standard will be (total of 514 points)**:

Final Grading Scale: **A: 525-583 B: 466-525 C:408-465 D: 350-407 F: <350**

**GRADE APPELS**

Any student who believes s/he has been graded unfairly during a semester should work actively and positively with the instructor to resolve the matter informally. If the student believes that the grading issue has not been satisfactorily resolved should appeal the grade by following University procedures as outlined in the Student Handbook. When submitting a written complaint regarding grading practices, it is imperative that the student keep copies of supporting documentation (*course syllabus, graded assignments, a portfolio of other graded work from the course, including homework, projects, tests, and other assignments, if available*).

**STUDENT OBLIGATIONS - GENERAL**

1. **Read assignments before class.**
2. Maintain knowledge of current management issues as reported in academic databases (peer-reviewed journals) such as ProQuest, EBSCOhost, and business publications such as the Wall Street Journal, Forbes, Barons, Bloomberg, etc.

3. Please complete project assignments on time.

1. You are responsible for knowledge of any administrative announcements (test information schedule changes, etc.) that are made at any time during scheduled class periods regardless of whether you are in attendance. If you are absent, ask a classmate to keep you informed.
2. If all else fails, shoot me an email!
3. **You are responsible for informing the professor of changes to your email address and phone contacts!**

**ADA STATEMENT**

Mississippi Valley State University is committed to providing reasonable accommodations for students with a documented disability. If you feel you are eligible to receive accommodations for a covered disability (medical, physical, psychiatric, learning, vision, hearing, etc.) and would like to request it for this course, you must be registered with the Services for Students with Disabilities (SSD) program administered by University College. It is recommended that you visit the Disabilities Office located inside the EMAP Computer Lab in the Technical Education (IT) Building to register for the program at the beginning of each semester. If you are determined to be eligible after your confidential consultation, you will be provided with a Memo of Accommodations that must be submitted to each of your instructors.

For more information or to schedule an appointment, contact Mr. Billy Benson, Jr. via phone or email at 662-254-3005 or [billy.benson@mvsu.edu](mailto:billy.benson@mvsu.edu).

**Contact Hours for this Online Course**

**For 2018 Fall semester, this is a 3-credit course with non-standard or somewhat asynchronous meeting times (the faculty-student interaction is virtual and is not a standard 3-day or 2-day meeting pattern):**

The Strategic Management Capstone (BA 451) course is a 3-credit online course taught over a 16 semester week period that requires that students spend at least six (6) to seven (7) hours participating and completing course-related work or activities each week of the 16 week semester in an online or virtual classroom environment. This includes answering online discussion questions, responding to students/classmates with additional posts (to simulate in an online or virtual environment, a face-to-face lecture/discussion environment), time spent completing assigned readings, preparing individual and team written assignments and Power Points, in addition to other online or virtual course-related tasks.

**STATEMENT**

The course syllabus provides a general plan for the course and is not set in binding. **Deviations may be necessary at the instructor’s discretion**.