

MNGT 4375.794 Online

Strategic Management - Undergraduate

Spring - 2nd 8 Week Session

Syllabus Ver.1.2

Basic Information:

INSTRUCTOR: William Price D.B.A.

OFFICE: Mesa Building room 2244

E-MAIL: price_w@utpb.edu

OFFICE PHONE: 432-552-2212

OFFICE HOURS: Tue Wed Thu 3:15 to 5:00

Online students should contact me via Canvas or email

CLASS MEETS: March 9 to May 1, 2020, online

Course Description

Delivery: This is an online course with delivery accomplished completely online away from a classroom. It is also an accelerated paced course that is only 8 weeks long. The online software support program is Canvas at <https://utpb.instructure.com/>

Catalog: This is the capstone Course of the business administration degree. Based on environmental analysis, the formulation and implementation of strategic directions with the organization are addressed. Emphasis is placed on integration of decisions at the functional areas.

Prerequisites: As a capstone course it is taken during the last 12 hours of the BBA program and must have completed all lower and upper level business core courses (except ACCT/MNGT 3333 and ECON elective). Approval to register for this course must be granted by the Department Chair.

Measurable Learning Outcomes

1. Students should have an integrated understanding of business and the strategic management process and be able to apply this knowledge as demonstrated in successful recall in examinations.
2. Develop analytical skills through successful analysis of complex issues/problems in comprehensive cases—to be able to identify central issues/problems in these cases and present well-supported recommendations for future actions.

3. Develop conceptual skills that will enable the student to integrate strategic management in realistic strategic problems in graded discussions with other students.
4. To enhance the student understanding of present and future environments within which organizations function as demonstrated in use of strategic tools.
5. To develop conceptual skills that enable the student to integrate previously learned aspects of business organizations while completing academic cases.
6. To improve the secondary research skills required in gathering and interpreting key environmental data and presenting the findings in case analysis.
7. To bridge the gap between the classroom and the business world by developing an understanding of when and how to apply concepts and techniques learned in previous courses.

Text and Required Materials:

- The course is based on *Strategic Management: Concepts - A Competitive Advantage Approach* which is authored by Fred David and Forest David and published by Pearson. I use the Concepts 17th edition.
- Older and newer versions may work but are missing some sections. You may decide on a new or used version, the cases are not required. Whether you purchase or rent the hardback, soft cover, or the e-book version is strictly your choice.
- Versions are print ISBN: 9780135199978, 0135199972, eText ISBN: 9780135203699, 0135203694
- Classes are supplemented with instructor PowerPoint and handouts. These are provided to students during the semester. Computer with current word processing and presentation software and internet. You will need a computer with camera for exams online.

Course Activities:

Exams:

- Exams on groups of lessons will occur in each module. All exams are multiple choice/true false and based on the assigned textbook and supplied lessons. This is designed to pace your reading and general comprehension of the various strategic business concepts.
- Exams are closed book with no notes and no web assistance. You will take the quiz via Canvas system and will require Respondus Lockdown to ensure the process is your independent work.

Discussion

- Several questions or problems will be presented to the class for discussion online discussion using Canvas system. Much of your learning comes from active participation in discussion, response, and creative thinking. I expect you to constructively respond to questions posed to a group. Responses should be based on concepts learned in this and other business classes. The role of participation follows the conventional thinking in the business world. The class will be divided into teams of students – I prefer 5 to 10. This is a subjective grade based on individual student contribution.
- The discussion boards are similar to class discussions; you don't read from a book or article when discussing in class. No cut and paste job in the discussions. Do not include attachments.

- Optimal answers would be well thought out with substantial connection to the chapter / reading lessons. They do not normally require outside research. There is not necessarily a right and wrong solution; some are dilemmas. You need to make your case.
- Review the section in this syllabus on Course Conduct – Discussion Boards

Case Papers:

- Each student will prepare an individual case analysis as shown on the course schedule. You are offered specific topics to comment on to guide the analysis; include these as subheadings.
- It is important to tie in your answers to the lessons on business strategy such that they are not just personal opinion. It is not necessary to begin with a summary of the case or situation; I am familiar with the case (in the real-world readers are familiar with the company). You may include graphics but do not fill up the paper with long lists, large images, or attachments.

Assignments

- Several assignments (similar to homework) are offered to reinforce certain concepts with application. You may choose to work with other students for these assignments but each student turns in their own paper.

MFT Test

- Each student is required to take the Major Field Test (MFT) in Business as part of the capstone course. Taking the exam is a course requirement and being absent may result in the student receiving an incomplete grade. A window of opportunity of about 1 week will be provided to accomplish the MFT.
- Grade in this area depends on your MFT score. It will be determined by a national ranking of universities; giving a percentage of the highest score. Students ranking near the national average (1 standard deviation) will receive the equivalent of an A or B for the MFT.
- You may want to visit their website to preview the type of questions asked. A sample quiz may be provided as well. Questions are related to all business administration disciplines (not just strategy). This will be a proctored exam.
- Specific directions will be provided during the week before the MFT test window time. You must schedule the MFT 1 week before you take the test. Missing your scheduled test time may result in your forfeiting the test and the proctoring session. Make sure you schedule early and that you can make the time you schedule.

Schedule of Course Events

Pay careful attention to the pacing of module events below. Activity items are not released until the beginning of the Module. Note some activity/assignments are due at end of the week and others at end of the module. There are additional assignments beyond this schedule

Mod	chap#	Textbook Topic	exam	assign maj	assign min	discuss	dates
A	1	nature of SM	A	1	1	1	9-Mar
	2	vision and mission					
	3	external assmt					21-Mar
B	4	internal assmt	B	1	1	1	22-Mar
	5	strategies in action					
	6	analysis and choice					4-Apr
C	7	implent: management, marketing	C	1	1		5-Apr
	8	implent: fina acct					
	9	strat evaluation, governance					18-Apr
D	10	ethics, environment sustain, SR	D	paper	1	1	19-Apr
	11	global n international					
		mft & term paper					
		final					1-May

Grading System

Students will be evaluated according to their performance in the following components of the course. Each activity has a different point value. The computation of students' average numerical score will be based on the following plan. Instructor reserves the right to adjust the actual count of activity during the course.

Activities assessed	# of events	Points each	Points total
Exams	3	30	90
Assignment major	3	20	60
Assignment minor	4	10	40
Case	1	50	50
Discussion	3	10	30
MFT test	1	30	30
Total	15		300

Grading Scale:

The semester grade for this course is based on the weighted average of all assignments using the weights above. Canvas calculates an accurate point value. Be aware this is not an accurate

representation of your final course grade as adjustments are made. Course overall letter grade is based on the following scale:

Grade of A= 90% or above of total points

Grade of B= 80-89% of total points

Grade of C= 70-79% of total points

Grade of D= 60-69% of total points

Grade of F= 59% or below of total

Communication and Feedback

The preferred method of contact for this online course is by Canvas message or by email. I will normally respond within one day, there may be a delay on weekends.

- Exams are machine graded but since questions change each semester, there could be something that seems strange. If obviously an error, please point this out to me. The MFT test will not provide feedback other than a score. This is not your point score entered for the course.
- Papers and discussions are graded no later than one week after the due date. In some instances, students do not actively participate in discussions or group assignments. I monitor discussions, so this is obvious to me.
- I am open to your suggestions for improvements in the course content.

With an online course it is essential to ask questions when you do not understand some the material or unsure as to some assignment. For most situations the best way to do that is via the "Inbox" messaging system within Canvas. Both the instructor and the coach can be located there. Your instructor does receive an email notification of any message received from the Inbox plus he checks the course typically three or four times with more frequent checks around the times of exams or major assignments.

Announcements

Look for announcements within the course. You can set the notifications settings in Canvas to send you an email or text when an announcement is posted. The announcements are where I will place class-wide notifications. Check these daily.

Academic coach

This course does have an Academic Coach to assist in various activities, you may be communicating directly with him/her in many instances. They usually are focused on grading assignments, providing a recommended grade for the primary course instructor, and assisting in routine student questions. Coaches have at least a master's degree in business management and some cases they have a PhD in management.

Course and University Policies

1. **Pacing of the course:**
 - a. As an accelerated 8-week course, this pace is not for everyone. It requires some type of activity every week and missed assignments usually cannot be made up later. Additionally, this is not a self-paced course so do not ask if all assignments can be released on the first day, so you can accomplish them early.
 - b. Regular and active participation is an essential, unmistakably important aspect of this online course. Students will log on a minimum of three times every seven days. All students are expected to do the work assigned.
 - c. Not logging into an online course is considered absenteeism. Contact instructor immediately in case of emergency or a medical situation.
2. **Late assignments:**
 - a. If you forgot to take an exam, accomplish a discussion, take the MFT, or turn in a paper, there probably will not be another opportunity available.
 - b. All course activities must be submitted before or on set due dates and times. If unable to abide by the due dates and times, it is your responsibility to contact the instructor immediately. After the due date has passed, the assignment will not be available.
 - c. In rare instances, late assignments may be accepted with a ten percent penalty per day.
3. **Discussion Board:** This is for conversation related to course topics and issues. Best practices are:
 - a. Read all message postings in online discussions.
 - b. Respond to the question directly. Ensure responses to questions are meaningful, reflective. Avoid postings that are limited to 'I agree' or 'great idea', etc.
 - c. Support statements with concepts from course readings, refer to personal experience, examples.
 - d. Do not overuse acronyms as in text messaging. Some participants may not be familiar with acronyms.
 - e. Use line breaks and paragraphs in long responses.
 - f. Reply to minimum of two other student posts.
 - g. Use a person's name in the body of your message when you reply to their message.
 - h. Write your full name at the end of the posting.
 - i. Discussion Rules of Behavior.
 - i. All discussion areas are available to instructors who will see what you write.
 - ii. Do not post anything too personal.
 - iii. Cussing and four-letter words are inappropriate in a classroom setting.
 - iv. Do not use language that is prejudicial in regard to gender, race, or ethnicity.
 - v. Be careful with sarcasm and humor; one person's joke is another person's insult.
 - vi. Do not use all caps in the message box (it is considered shouting).
 - j. I may provide a general discussion board for student conversation not directly related to a graded discussion.
4. **Academic Dishonesty/Plagiarism/Cheating:** The academic community regards academic dishonesty as an extremely serious matter, with serious consequences. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. Any suspicion of academic dishonesty will be reported and investigated. A student who engages in scholastic dishonesty that includes, but is not limited to cheating, plagiarism, and collusion will

receive an “F” for the course.

- a. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. For complete information on UTPB student conduct and discipline procedures consult the university’s handbook at:
<http://ss.utpb.edu/dean-of-students/scholastic-dishonesty/>
 - b. Academic dishonesty includes, but is not limited to cheating, plagiarism, collusion, falsifying academic records, misrepresenting facts, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student such as, but not limited to, submission of essentially the same written assignment for two courses without the prior permission of the instructor, or the attempt to commit such acts.
 - c. Plagiarism includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.
5. **Tracking:** The learning management systems have tracking features. Statistics are collected that quantifies how often and when students are active in the course and provides information if the student has accessed different pages of the course.
6. **Course Incomplete/Withdrawal/Grade Appeal:**
All students are required to complete the course within the semester they are signed up. Incomplete grades for the course are rarely given, will only be granted if the student provides a valid, documented excuse for not being able to complete the course on time, and has contacted the instructor prior to the scheduled last class to request an extension. The student signs a contract that includes the incomplete course activities and the new due dates.
Find information and dates regarding drops and withdrawals at
<http://www.utpb.edu/services/academic-affairs/office-of-the-registrar/adds-drops>
For grade appeal process go to <http://www.utpb.edu/campus-life/dean-of-students/grievances>.
7. **Accommodation for Students with Disabilities:**
- The University of Texas of the Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides “reasonable accommodations” to students with disabilities. Any student with a disability who is requesting an accommodation for this course must provide the instructor with official documentation in the form of a letter from the ADA Officer for Students. Only those students who have officially documented a need for an accommodation will have their request honored.
 - ADA Officer for Students: Mr. Paul Leverington
 - Address: Mesa Building 4243 /4901 E. University, Odessa, TX 79762
 - Voice Telephone: 432-552-4696

- Email: ada@utpb.edu
- For the accessibility and privacy statements of external tools used within courses, go to Accessibility and Privacy Statements.

Important Academic Dates

Date	UTPB Calendar Event
Mon, Mar 9	2 nd 8 Weeks Classes Begin
Wed, Mar 11	Last Day to Add A Course
Fri, Mar 16	Last Day to Drop Without Creating a Record
Fri, Mar 27	Last Day to Drop or Withdraw from the Session
Fri May 1	Last Day of Class and Final Exam
Sat May 9	Commencement

- The due dates and times for the activities will adhere to the Central Time Zone.
- UTPB Academic Calendar: <https://www.utpb.edu/calendar/academic-calendar.pdf>

Computer Skills, Technical & Software Requirements

Business Software

- Students can use cloud version of Word, PowerPoint and other Microsoft products through use of their UTPB Outlook 365 and UTPB email address. For more information refer to Student Services below or visit: <http://www.utpb.edu/services/ird/information-on-computer-accounts-e-mail/office-365>
- To obtain software licensing and media for selected Microsoft titles at very low cost through a software agreement visit: <http://www.utpb.edu/services/ird/information-for-students/software-distribution/microsoft-select>.

Computer Technical Requirements:

Information at <http://www.utpb.edu/online/reach/technical-requirements>

- Students must have access to a computer with current word processing and presentation software and internet. Using a cell phone instead of a computer is not a valid reason for poor quality of assignments or exam problems.

UTPB Distance Education Policy:

(<http://www.utpb.edu/docs/default-source/utpb-docs/academicaaffairs/rules-policies-and-procedures/distance-education-policy.pdf>)

The University has a contract with Respondus Monitor which will provide online UTPB faculty and students with an electronic test proctoring service that also can serve as a second method of student authentication. Respondus Monitor locks down the student's browser preventing them from accessing the web or their computer files during an exam and video records the student during the exam period. Students present their ID into the camera (which UTPB requires for all online courses) to authenticate themselves, and the camera records the student and their surrounding environment during the test. To learn more about Respondus Monitor and see a three minute video about how it works you can visit: www.respondus.com/products/monitor

Online Student Authentication

- UTPB requires that each student who registers for an online course is the same student who participates in, completes, and receives credit for the course. UTPB's Distance Education Policy requires faculty members to employ at least two methods of verification to ensure student identities. To access online courses students must login to the UTPB learning management system using their unique personal identifying username and secure password. UTPB's Distance Education Policy requires at least one additional student identification method within the course that has been determined and approved by the faculty or academic program. This course satisfies the second method of student authentication by presentation of approved photo ID through a web cam and video recorded proctoring during assessment.

Using LockDown Browser & Respondus Monitor for Online Exams

This course requires the use of LockDown Browser and Monitor for online exams. Watch this [short video](http://www.respondus.com/products/lockdown-browser/student-movie.shtml) (http://www.respondus.com/products/lockdown-browser/student-movie.shtml) to get a basic understanding of LockDown Browser

(<http://www.utpb.edu/docs/default-source/utpb-docs/academicaffairs/rules-policies-and-procedures/distance-education-policy.pdf>)

You may download and install LockDown Browser from this link:

<http://www.respondus.com/lockdown/download.php?id=841715130>

To take an online test, open LockDown Browser which opens Canvas and navigate to the exam. (You cannot access the exam with a standard web browser.)

When taking an online exam, follow these guidelines:

- Setup web cam for exams using Monitor.
- Ensure you're in a location where you won't be interrupted.
- Turn off all mobile devices, phones, etc.
- Clear your desk of all external materials — textbook acceptable for open book exam.
- Remain at your desk or workstation for the duration of the test.
- LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted.

Technology Support

The Canvas program has an extensive online support system. The instructor may have experienced some of the more common problems but is not a computer or software technician.

Most issues with installing and running the Canvas program are to be directed to the provider's software support team. The instructor does not have any ability to assist you with technical issues.

A supplement is provided relating to computer skills and software requirements is attached to this syllabus. It includes instructions in the use of Respondus Lockdown.

Preparation for Emergencies

- **Computer Crash:** Not having a working computer or a crashed computer during the semester will NOT be considered as an acceptable reason for not completing course activities at a scheduled time. NOTE: Identify a second computer before the semester begins, that you can use when/if your personal computer crashes.
- **Complete Loss of Contact:** If you lose contact with course connectivity completely (i.e. you cannot contact me via Canvas or email), you need to call instructor, and leave message regarding connectivity loss and contact information.
- **Lost/Corrupt/Missing Files:** You must keep/save a copy of every project/assignment on an external drive, UTPB Outlook 365 OneDrive, or personal computer. In the event of any kind of failure (e.g. virus infection, student's own computer crashes, loss of files in cyberspace, etc) or any contradictions/problems, you may be required to resubmit the files.
- **See also** the syllabus section on Do and Don'ts in Online ... Exam reset/internet problems.

Accessibility and Privacy Statements of External Tools

- For the accessibility and privacy statements of external tools used within online and blended UTPB courses, go to https://www.utpb.edu/online/reach/ADA_Privacy.

Issues for an online class:

1. Exam reset/Internet problems:

If you have problem with your exam or accessing the lockdown browser you need to contact support immediately. If you are kicked out of your exam and did not finish, do not contact the instructor first. Your first step is to file a trouble ticket. If the REACH department can help you with your problem they will, otherwise the instructor will investigate your problem. Failure to file a ticket will result in the exam not being reset and the grade that was originally given will stand.

- a. Your instructor will not step in to help assist in the matter until you have filed a ticket. If you experience a power outage you will need to contact your service provider and receive documentation of the outage and supply the documentation to your instructor.

2. Not having a working computer or a crashed computer during the semester will NOT be considered as an acceptable reason for not completing course activities at a scheduled time. Identify a second computer before the semester begins, that you can use when/if your personal computer crashes.
 - a. You are to check your equipment before you began the exam to ensure this does not happen. You can file a ticket at:
 - b. <http://bbcrm.edusupportcenter.com/ics/support/default.asp?deptID=8376>
1. The University of Texas Permian Basin (UTPB) maintains policies and procedures to ensure that each student who registers for a distance or correspondence course is the same student who participates in, completes, and receives credit for the course. UTPB's Distance Education Policy requires faculty members to authenticate student identity by employing at least two methods of verification. To access online courses students must login to the Blackboard learning management system to establish their identity by using their unique personal identifying username login and a secure password.
2. UTPB's Distance Education Policy requires at least one additional student identification method within the course that has been determined and approved by the faculty and academic program. This course satisfies the second method of student authentication by Synchronous/asynchronous video activities against an approved photo ID; LockDown Browser. (<http://www.utpb.edu/docs/default-source/utpb-docs/academicaffairs/rules-policies-and-procedures/distance-education-policy.pdf>)

Time Management:

You should expect to spend three hours on preparation and learning assignments for every semester credit hour. Since this is a class is a 3-semester credit hour class, it is expected that a student should spend about 9 hours out of class on assignments in addition to 3 hours of in-class time for a total of about 12 hours per week to obtain an "A" in a class. It is important to develop a Time Management Plan to be successful.

End-of-Course Evaluation & Instructor Evaluation

- Every student is encouraged to complete an end-of-course evaluation/survey provided by UTPB. During the last few weeks of class, you will receive an announcement through email notifying you that the Course/Instructor Survey is available. You may follow the link in the email to complete the survey using the same credentials to access your courses here. When entering the emailed Survey link you will see a list of surveys for you to complete.
- The survey is anonymous and you responses are confidential. Your feedback is critical to us and to your instructor as we strive to improve our offerings, and our support of you, the students.

Student Support Services

SERVICE	CONTACT
ADA Accommodation/Support	Testing Services & Academic Accommodations Department (432) 552-2630 http://www.utpb.edu/academics/undergraduate-success/TSAAD
Advising	UTPB E-Advisor at http://cas.utpb.edu/academic-advising-center/e-advisor/
Bookstore	(432) 552-0220 http://www.bkstr.com/texas-permianbasinstore/home
Email, Outlook 365, my.utpb.edu	Information Resources Service http://www.utpb.edu/services/ird
Financial Aid and Scholarship	(432) 552-2620 http://www.utpb.edu/campus-life/financial-aid
Library	(432) 552-2370 The J. Conrad Dunagan Library Online at http://library.utpb.edu/
Registrar	(432) 552-2635 http://www.utpb.edu/services/academic-affairs/office-of-the-registrar
Student Services	http://www.utpb.edu/campus-life/studentactivities/student-senate/committees/student-affairs
Technical Support	Canvas 1-866-437-0867 https://guides.instructure.com/
Tutoring & Learning Resources	If you are taking courses through UTPB the following links provide services: Smarthinking Online Tutoring (provides tutoring services), SmarterMeasure (measures learner readiness for online course). Student Success Center: http://www.utpb.edu/academics/undergraduate-success/success-center

Disclaimer & Rights

- Information contained in this syllabus is to the best knowledge of the instructor considered correct and complete when distributed for use in the beginning of the semester. However, the instructor reserves the right, acting within the policies and procedures of UTPB, to make corrections and changes in the course content or instructional techniques without notice or obligation. The students will be informed about the changes, if any.

- Many of the materials that are posted within UTPB courses are protected by copyright law. These materials are only for the education use of students enrolled in this course and only for the purpose of the course. They may not be further retained or disseminated.

Sample Syllabus