MNGT 6366.795 Online
Strategic Management – MBA Course
Summer 2020 2nd short session
SYLLABUS ver.1.b

Basic Information

INSTRUCTOR: William Price D.B.A.

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OFFICE: Mesa Building room 2244

OFFICE PHONE: 432-552-2212

OFFICE HOURS: Tuesday, Wednesday, Thursday 3:15 – 5:00

Online students may contact me via Canvas, email, or phone.

Class starts: July 1, 2019; Class ends August 15, 2020

Course Catalog Description:

Opportunity for development and implementation of knowledge from multiple disciplines and integration of viewpoints of different functions of an organization. Case evaluation and discussion are stressed.

Graduate standing is required. However, it is recommended that this not be the first course in the MBA degree as it does build on other course knowledge to a large extent.

Overview of course:

- Why are some businesses less or more successful than others and, what role do strategies have to play in this? The Strategic Management Course answers some of these questions by introducing conceptual frameworks and analytical tools that identify the key drivers of superior performance Strategy focuses on building competitive advantage by defending a unique position or exploiting a valuable and idiosyncratic set of resources.
- This course introduces the concept of strategic management through readings, discussion and case analyses, and considers the basic direction and goals of an organization, the environment, industry and market structure, and SWOT.
- We will also learn about strategy implementation.

Measurable Learning Outcomes:

Upon successful completion of each module, students will achieve the following ability.
In module A, the student should be able to:

- Recall principles and definitions relating to basic strategy concepts as measured by an examination.

- Describe and explain how to analyze a firm's competitive advantage while applied and measured in discussions.
- Use the five forces model to explain ways to achieve above average returns as evaluated in a relevant case analysis.

In module B the student should be able to:
- Recall principles and definitions relating to competition, diversification, mergers and acquisition, and international environments as measured by an examination.
- Describe the concept of competitive advantage, and mergers and acquisitions while applied and measured in discussions.
- Apply the concept of mergers and acquisitions as evaluated in a relevant case analysis.

In module C, the student should be able to:
- Recall principles and definitions relating to cooperative strategy, corporate governance, structure, controls, and leadership as measured by an examination.
- Describe the concept of cooperative arrangements and leadership while applied and measured in discussions.
- Apply the concept of leadership as evaluated in a relevant case analysis.

By the end of this course, students will be able to understand / conceptualize / implement:
Strategic planning, strategic intent, corporate level strategy, business level strategy, corporate divisional strategies, resource allocation.

Required Materials:
- Strategic Management: Concepts: Competitiveness and Globalization, 12th Edition; Hitt, Ireland and Hoskisson; ISBN-10: 1-305-50220-5; ISBN-13: 978-1-305-50220-8; Publisher: Cengage.

- All enrolled students are expected to acquire the correct edition of the book. I suggest the soft cover without the cases. An electronic version or rented version will work. Older versions of the textbook will probably work as the content is similar. If you have any questions, contact the instructor. You do not need the book version with the cases.

- Computer with current word processing and presentation software and internet. You may need a computer with camera for exams online.

Assignments:
This course consists of the following activities

1. Readings - from assigned textbook
2. Supplemental reading – provided online
3. Discussions – 5 topics for comment
4. Cases - 3 detailed analysis
5. Exams - 4 multiple choice & essay
6. Major Field Test – general business knowledge
7. Several assignments- approximate 6

Readings –

Book Chapters assigned:
1. Strategic Management and Strategic Competitiveness.

2. External Environment
   3. The Internal Organization: Resources, Capabilities, Core Competencies.
   4. Business-Level Strategy.
   5. Competitive Rivalry and Competitive Dynamics.
   6. Corporate-Level Strategy.
   7. Merger and Acquisition Strategies.
   8. International Strategy.
   9. Cooperative Strategy.
   10. Corporate Governance.
   11. Organizational Structure and Controls.
   12. Strategic Leadership.

Supplemental Lessons

- Additional articles relevant to the assigned lessons are also assigned. You are expected to be familiar with the articles.
- Several selected video clips are presented that are relevant to the lessons assigned. You are expected to be familiar with the articles.

Exams

- Exams on groups of lessons will occur for each module. These are multiple choice and based on the assigned textbook and supplied lessons. They are short (about 30 questions) and do not count that much as this is designed to pace your reading and general comprehension of the various strategic business concepts.
- Final exam will be a series of short essay questions. It counts more than the other exams.
- You may not use online references, aids, or lookup. Also no one else is to be in the room/area assisting you. Hence the reason for Respondus Lockdown Browser.

MFT Test - This is deleted for summer 2020

Discussion Topics

- You will be offered a series of discussion topics that you must respond to with consideration as an executive with a strategic point of view. The class is divided into several groups for these discussions with each group having 5 to 10 people. Your first contribution should be within the first two days of the discussion. To earn full points a participant should read and comment on at least 2 student contributions and make an early initial post.
- 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.

Cases

- Each student will prepare several case analyses as shown on the course schedule. This is planned for two as an individual paper and one as a group paper. You are offered specific topics to comment on for each case 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). Do not include long lists, large images, or attachments.
- A reminder that the course description indicates case analysis is stressed.
  - Individual paper (topic assigned) with a maximum of 3 pages single spaced.
  - Group paper (topic assigned) with a maximum of 8 pages single spaced. This <u>may</u> change to individual paper.

Grading

Students will be evaluated according to their performance in the following general components of the course. The computation of students' average numerical score will be based on the following weighting scheme. Instructor reserves the right to adjust the actual count of activity during the course.

Activity	count	points	total	weight
Exams	4	20	80	28%
Cases	3	30	90	31%
Assignments	6	10	60	21%
Discussions	5	10	50	17%
MFT	0	20	0	0%
Misc	2	5	10	3%
total points			290	100%

The end of semester course overall letter grade is based on the percent of points earned divided by the maximum possible points available. This does not match the final score column in Canvas calculation. Grades are usually higher because of adjustments such as dropping the lowest quiz score. I may or may not include plus and minus grades. A new option implemented in spring 2020 is a pass/fail system with grades of S or U

Grading Scale	Letter Grade
97 to 100	A+
90 to 96	A
87 to 89	B+
80 to 86	B
70 to 79	C
60 to 69	D
Less than 59	F
70 to 100 (ABC)	S
Less than 70 (DF)	U

Activity Schedule of Activity for Semester

Following is a planned schedule of activity as a guide. The specific activity and topics may change during the semester, but will be similar.

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Pay careful attention to the pacing of course events. 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.

Week	Module	Lessons		Activity	Topics	Due
29-Jun	A	1, 2		Syllabus quiz		4-Jul
		SM comptive	A	Assignment	folly of A	4-Jul
		external envr	A	TED Talk	big data	4-Jul
		3,4	D	Discussion 1	current events	11-Jul
		internal envr ca	X	Exam A		11-Jul
		busi level	C	Case Individual	whataburger	11-Jul
12-Jul	B	5,6	A			
		compet rivalry	A	TED Talk	M&A	18-Jul
		corp level	A	Assignment	cheese	18-Jul
		7,8	D	Discussion 2	CEO	25-Jul
		M&A	X	Exam B		25-Jul
		international	C	Case Individual	energy busi	25-Jul
26-Jul	C	9,10	A	Assignment	first mover	1-Aug
		cooperative	A	TED Talk	innovation	
		corp governance				
		11 12	D	Discussion 3		8-Aug
		structure control				8-Aug
		leadership	X	Exam C		8-Aug
9-Aug	D		C	Case	DP DWH	12-Aug
			X	Exam D-final	essay	13-Aug
				Peer review		13-Aug
13-Aug				course critique		13-Aug

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.

- Quizzes 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 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. There is an opportunity for comment on student participation on papers. I will adjust as necessary.
- I am open to your suggestions for improvements in the course content.

Academic Coach

This course normally has 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. If I am not available, please contact your academic coach for assistance.

Course Conduct and Policies

1. **Pacing of the course:** 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.
    a. 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.
    b. Not logging into an online course is considered absenteeism. Contact instructor immediately in case of emergency or a medical situation.
2. **Late assignments**: 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.
    a. 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.
    b. In rare instances, late assignments may be accepted with a ten percent penalty per day.
3. **Discussion Board**: Best practices are:
    a. Read all message postings in online discussions.
    b. 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, personal experience, examples.
    d. Do not overuse acronyms as in text messaging.
    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. Cussing and four-letter words are inappropriate in a classroom setting.
        ii. Do not use language that is prejudicial in regard to gender, race, or ethnicity.
        iii. Be careful with sarcasm and humor; one person's joke is another person's insult.
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.

   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 Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides "reasonable accommodations" to students with disabilities. Only those students, who an Instructor has received an official Letter of Accommodation (LOA) sent by the Office of ADA for Students, will be provided ADA academic accommodations.

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Important Academic Dates

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

Date	UTPB Calendar Event
Wed, June 29	Classes Begin
Wed, July 3	Last Day to Add A Course
Fri, July 8	Last Day to Drop Without Creating a Record

Fri, August 2	Last Day to Drop or Withdraw from the Session
Thu, Aug 13	Last Day of Class and Final Exam

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/academicaffairs/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 a distance 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 (Canvas) 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. For this course, this process will be:

Upload a file by clicking "Submit Assignment" in the top right, then attach the file and hit "Submit Assignment" again.

*Approved photo identifications are: passports, government issued ID, driver's licenses, military ID from the DoD, student ID. Dual credit and early college high school students, use school district ID.

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) 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.

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.

- 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:

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. You 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.

8. 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.
9. 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.
    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
3. 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.
4. 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	**ADA Officer for Students:** Mr. Paul Leverington **Address:** Mesa Building 4242/4901 E. University, Odessa, Texas 79762 **Voice Telephone:** 432-552-4696
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.

Syllabus Versions:

Ver1 – Draft version for summer 2020. Dates not updated for UTPB calendar. Areas for possible change include: points, final exam, MFT, P/F grading, textbook edition, schedule HW topics. UTPB policy for validation and contacts.

Ver1.a – draft version with updated ADA compliance paragraph

Ver 1.b – modified schedule of activity, grading matrix, final exam, and S&U grades,