



HLC Accreditation 2020-2021

Evidence Document

W. Frank Barton School of Business

Management

Syllabi: **Management:** **Online Delivery**

Additional information:



MGMT 681
STRATEGIC MANAGEMENT
 Spring_2021, Synchronous-Online
 Tu,Thr 11am -12.15pm

Smita Srivastava, Ph.D.

Office: Clinton (CH) 309

Phone: 540-922-3262

E-mail: smita.srivastava@wichita.edu

Class Time: 11am- 12.15pm T, Th (Online/Hybrid) (CRN # 21792)

Office Hours: Thursday 12.15pm-1.15pm (Zoom_Live) and by appointment*

Prerequisites: DS 350, FIN 340, MKT 300, MGMT 360, senior and advanced standing.

Course website blackboard.wichita.edu (Blackboard)

All supplemental course materials and important updates and announcements will be posted on Blackboard.

*Class and office hours are the best way to get in touch. If email is required, I will try my best to respond within 1 business day (24 hours, excluding breaks and weekends).

Materials Required

- TEXT: *Mastering Strategic Management*, v. 1.1, Ketchen & Short; Flat World Knowledge; ISBN: 978-1-4533-6951-7. (EBOOK ATTACHED on Blackboard)
- Students will need to purchase a license to the BSB simulation. Instructions for how to purchase a simulation license is in the Simulation Help folder in the course Blackboard.

2. Business Cases – Will be available on Blackboard

How to use this syllabus

This syllabus provides you with information specific to this course, and it also provides information about important university policies. This document should be viewed as a course overview; it is not a contract and is subject to change as the semester evolves. When changes are made to the syllabus they will be posted as an announcement in Blackboard.

Academic Honesty

Students are responsible for knowing and following the Student Code of Conduct http://webs.wichita.edu/inaudit/ch8_05.htm and the Student Academic Honesty policy http://webs.wichita.edu/inaudit/ch2_17.htm. Violations of the Student Academic Honesty policy will result in a failing grade on the assignment, project, or exam where the violation occurred and may result in a failing grade for the course.

COURSE OVERVIEW (Why Strategic Management)

This capstone business course is designed to introduce you to different aspects of decision-making from the perspective of top management, that is, a CEO, or very senior executives who are responsible for defining and executing a firm's strategy and influence a firm's profits, share price, reputation, and market positioning. This capstone course is meant to be a "value added" experience for the purpose of broadening your experience over and above your specialized learning in your major area. A key focus of this course is on learning to take a broader CEO's perspective, seek recommendations from multiple perspectives in view of the situation, weigh the options, and develop and implement strategy. This is accomplished by integrating information from many functional areas and providing a "big picture" strategic approach to the business environment for superior returns.

A fundamental question of strategy literature is: *Why are some firms more successful than others?* We will discuss this question in the context of organization, its strategy, and its environment. The relationship among the three is complex, uncertain, and always changing. Top managers shape and guide this relationship, making strategic decisions that change the organization's capabilities, shift its position in the environment, or lead the firm into a new business. You will assume the role of a CEO and learn to make strategic decisions getting exposed to complexity and ambiguity of decision making.

During class discussions, I will act as an inquisitive moderator, consulting partner and teacher to help you gain a better understanding of the strategic decision-making process. By actively participating in class discussions, you will sharpen your own insights, and those of your classmates. You will also learn to master the process of analysis that is a central aspect of the effective strategic management.

DEFINITION OF A CREDIT HOUR

The workload for MGMT 681 is higher than the workload of most other WSU courses. I expect that you will have to spend nine hours per week on class-related work to perform well enough to pass MGMT 681. If you cannot devote at least nine hours per week to MGMT 681 work over the course of the semester, I encourage you to postpone taking this course until such time as you can devote sufficient time to the course work.

OUR LEARNING GOALS

MGMT 681 is intended to help students develop strategic thinking and management skills. Strategic management is the art of dealing intelligently with problems of decision-making given the complexity and uncertainty that governs real world business environments. This course will equip you with the foundational tools to critically analyze business scenarios and incisively apply strategic management theory, concepts and frameworks to evaluate industry and organizational performance.

At the end of this course, students should be able to:

1. Define the critical issues facing a firm by thinking critically, creatively, and strategically.
2. Apply concepts, techniques, and theories from diverse functional areas including finance, accounting, marketing, operations, and management to analyze firm behavior and performance.
3. Develop recommendations that build on integration and syntheses of knowledge from

diverse disciplines while considering external environment (general, industry, and competitive) environment.

4. Conduct independent research project as a business analyst, gather relevant information from multiple sources, use spreadsheets and modelling to justify reasoning, and apply it to develop strategic recommendations for a global firm.
5. Demonstrate knowledge of strategic management processes including external and internal analyses, business, corporate, and competitive strategies, globalization, and governance of a firm.

Instructional Methods

I believe that strategy is best learnt by doing i.e. through active engagement in strategy formulation and execution. In order to facilitate this goal, this course uses readings, lectures, simulations, exercises, case-studies, and individual and team assignments as well as class discussions. Reading assignments provide an important foundation for class discussion and must be completed prior to each class session. The due dates for all assignments are listed in the class schedule at the end of this syllabus. Lectures will be used to highlight key points from the readings as well as provide additional information. The case studies will provide you with the opportunity to apply what you have learned to real world issues. The Capsim simulation provides you with a unique opportunity to put your strategic and analytical skills to test and will help you to get a sense of the complexity and the strategic choices involved in managing a company. Because each of you brings unique perspectives and experiences to the class, participation in class discussions and class exercises is essential to your own learning as well as that of other class members.

Late Assignments

Late assignments will be accepted one week after they are due but assessed a late penalty of 20%. Assignments submitted **after one week** from their due date will not be accepted except in extraordinary circumstances with permission from Professor Srivastava.

ONLY BSG Simulation Assignments are exempted from Late work. I will accept the simulation related assignments even after the due date without any penalty.

Grading Scale

WSU uses a +/- grading scale for final grades and to calculate grade point averages. In this class, grades are assigned according to the following chart. (Other classes might assign grades differently: Be sure to understand the different grading scales in all of your classes.) When I award grades, I do not round up. For example, if you receive 435 points you will receive a B+ grade. If you are concerned about being on the edge of the grading scale, please consider doing the extra credit opportunity described at the end of the syllabus. In this class, grades are assigned according to the following chart.

	Letter grade	Grade-Points	Interpretation
465-500	A	4.00	<i>The A range denotes excellent performance.</i>
450– 464 points	A-	3.70	
435 – 449 points	B+	3.30	
415 – 434 points	B	3.00	<i>The B range denotes good performance.</i>
400 – 414 points	B-	2.70	
385 – 399 points	C+	2.30	
365 – 384 points	C	2.00	<i>The C range denotes satisfactory performance.</i>
350 – 364 points	C-	1.70	
335 – 349 points	D+	1.30	
315 – 334 points	D	1.00	<i>The D range denotes unsatisfactory</i>
300 – 314 points	D-	0.70	
0 – 299 points	F	0.00	<i>F denotes failing performance.</i>

Assignment Details

1. Exams and Chapter quizzes (individual)

There will be total 3 exams. The 2 exams will be based on chapters and class discussions and the third, MFT will be exercised in a proctored exam setting. There are going to be 6-chapter quizzes throughout the semester. Exam and quizzes will consist of objective questions (e.g., multiple choice, true/ false, matching, and fill-in-the-blanks). In addition to multiple choice questions, there might be a few short answer questions to gauge your understanding and application of key concepts discussed either in the assigned readings and/or in class. Exams are not cumulative and are all closed book and closed notes. Chapter Quizzes are small duration and need preparation. Students who fail to attend class regularly will find it extremely difficult to do well on exams.

2. Business Simulation (BSG) (Team)

Overview

In the Business Simulation (BSG) you will learn to integrate and synthesize knowledge across business disciplines as you apply concepts, techniques, and theories to turn around your company. This simulation project is an internet-based business strategy game based on the athletic footwear industry. During the simulation you will act as the company's Top Management Team (including CEO) who is managing an athletic footwear company. The simulation is designed to challenge students to manage a company during the semester. To perform well in the simulation, you will have to devote a great amount of time to learning the simulation rules, analyzing data, making decisions, and implementing those decisions.

Grading

The key success criterion of the BSG simulation is not only your business's market capitalization and total profits, but a variety of metrics as measured by the quizzes as well as team-work efforts. You will be graded based on simulation quizzes and overall company

performance.

Simulation Quizzes – Open-book quizzes will be given online, within the simulation. It is to be completed by each student individually. Each quiz will consist of twenty questions. The quizzes will examine your knowledge of the material covered in the Player’s Guide and the simulation.

Company Performance – Two performance measures are used to track your company’s performance throughout the simulation, an Investor Expectations (IE) measure and a Best-In-Industry (BII) measure. These measures are based on your company’s earnings per share, return on equity, credit rating, image rating, and stock price. The BII and IE scores will be summed to the GTD (Game-To-Date) score, which will determine your final grade. The GTD scores you receive will depend on your company’s IE and BII measures at the end of the simulation.

Please complete the assigned (1) Sim Quiz 2, and (2) Peer Evaluation by the assigned due date.

3. *Case Analysis (one per Team)*

Overview

The assigned case studies will be uploaded on Blackboard. Each of these cases illustrate the material from the course and leverage diverse knowledge that you have from different disciplines. You will apply concepts and techniques to develop recommendations for given firm’s superior performance or solve problems these firms are facing in the real world.

Each team will thoroughly examine and analyze the relevant information provided in the case to answer the questions related to the topic covered. You will learn to develop the ability to come up with creative recommendations for superior performance of the firm in question. You will be presenting the case using PowerPoint or a similar tool, answer probing questions, and defend your recommendations.

You will also learn effective participation in a team. Teamwork involves working in collaboration with colleagues having different skill sets, capabilities and personalities for attaining task objectives. Learning from each other while appreciating and leveraging differences helps in capitalizing on the potential of a team for meeting the goals.

Mechanics

Your first job is to conduct a meticulous analysis and diagnosis of strategic issues, and then you work with your team members for making select recommendations for future action.

I will assign you to one of 6 teams and reserve the right to make changes in team composition. One of the goals of this project is to practice working in a collaborative manner – obtaining better results by drawing on everyone’s knowledge and experience and building working relationships despite differences in opinions and priorities. Case analysis and recommendations will form the basis for our class discussion on that particular day.

Toward the end of your PowerPoint presentation, you will need to justify how and why your recommendations address the key issues. As we live in a resource-constrained business world, you will prioritize recommendations. The details of presentation expectations and guidelines will be provided as we approach the presentation week.

4. *Professionalism & Class Participation*

For you to benefit most from the class material and discussion, it is important that you prepare for each class session. Reading the cases & text prior to class allows you to better learn from the comments of other students in class as well as to actively participate in discussions yourself in a professional, value-added manner. A value-added contribution may involve offering concise insights and observations grounded on logic and evidence (not merely stating opinions), asking interesting questions, politely disagreeing with me or another colleague (you can disagree with an idea without discrediting the speaker) or following up on a colleague's comment with further evidence or creative insight. Such contributions tend to: 1) offers a different and unique, but relevant, insight to the issue, 2) moves the discussion and analysis forward to generate new insights, 3) builds on the preceding discussion and relates to personal experience in a way that helps to illuminate the ideas being discussed. Do not underestimate the importance of participation in your final grade.

Please do not miss class and try your best to come prepared for the classes. Some weeks I will be asking you to answer some of the discussion questions on Blackboard.

A. Assignment Submission: Assignments will be submitted to the designated Blackboard location in the absence of other directions.

B. Assignment Submission Format Guidelines

- Insert the names of all team members on every group submission
- As a general rule, keep the submission short and concise.

Guidelines for Case/Assignment Submissions

- For case submissions, first sentence should be whether or not you agree with the prompt
- Do not focus too heavily on minor issues or those on which there are little data
- Consider creative alternatives (instead of lamenting about insufficient data)
- Do not rehash case data. You can safely assume the reader knows the case.
- Do not obscure quantitative analysis, making it difficult to understand.

Typically, lower grades result from submissions that:

- are not well integrated and lack clarity or do not address timing issues
- do not recognize the cost implications or are not practical
- get carried away with personal biases and are not pertinent to the key issues
- are not thoroughly proofread and corrected or are late

C. Grading: Final letter grades are assigned according to the point-based grading scale on page four of this syllabus. I expect you to monitor your performance during the semester using the grades reported back to you on the Blackboard. If you have concerns – for example, your performance is not as good as you would like it to be – they must be brought to me during the semester. *If you wait until the end of the semester to seek additional feedback or help, you will have waited too long.* Please don't wait.

D. Missed Exams, Make-up Exams (This policy applies to all scheduled exams/quizzes): Exam/Quiz dates are published in the course schedule on the first day of the semester. To preserve exam integrity and validity, **no make-up exams** will be given, except for unavoidable circumstances.

If you have concerns, problems, ideas, or suggestions relating to the course, readings, assignments, course policies, the course schedule, your instructor, lecture content, lecture style, or any other aspect of the class, please tell me. I would especially like to know about issues that are making your learning experience non-optimal. For example, if lectures are too fast for you to follow, or if you find yourself getting bored in lectures, please let me know. It is my job to provide you with a good education in corporate strategy, and I will do my utmost to make the delivery of that education effective and engaging.

5. Extra Credit: There will be one extra credit opportunity. The extra credit opportunities will be worth up to ten points, which will be added to your total score. Please see course schedule listed below for when extra credit opportunities will be available.

Course Responsibilities

Final grades will be based upon the following criteria:

Component	Points	Percent of Total Grade
Individual Assignments	270	54%
AFD	5	1%
Exams (two exams)	60	12%
Chapter Quizzes (6 quizzes)	90	18%
Zara Case analysis	30	6%
Strategy Spotlight Article presentation in class	10	2%
Industry Analysis	30	6%
Ethics Assessment	10	2%
BBA_Major Field Test (MFT)	25	5%
Class Participation	10	2%
Team Assignments	230	46%
BSG Simulation (Total scores)	150	30%
• Sim Quiz 2 (individual)	40	
• Peer Evaluation(individual)	30	
• IE score	40	
• BII score	40	
Team Case Analysis and presentation	80	16%
Total	500	100%
Extra Credit opportunities		
• SPTE Course Evaluations	10	

OHER POLICIES AND PROCEDURES

Disabilities

If you have a physical, psychiatric/emotional, or learning disability that may impact on your ability to carry out assigned course work, I encourage you to contact the Office of Disability Services (DS).

The office is located in Grace Wilkie Annex, room 150, (316) 978-3309 (voice/tty) (316-854-3032 videophone). DS will review your concerns and determine, with you, what academic accommodations are necessary and appropriate for you. All information and documentation of your disability is confidential and will not be released by DS without your written permission. Here is a link to Disability Services website <http://www.wichita.edu/thisis/home/?u=disserv>

Counseling & Testing

The WSU Counseling & Testing Center provides professional counseling services to students, faculty and staff; administers tests and offers test preparation workshops; and presents programs on topics promoting personal and professional growth. Services are low cost and confidential. They are located in room 320 of Grace Wilkie Hall, and their phone number is (316) 978-3440. The Counseling & Testing Center is open on all days that the University is officially open. If you have a mental health emergency during the times that the Counseling & Testing Center is not open, please call COMCARE Crisis Services at (316) 660-7500.

Diversity and Inclusive

Wichita State University is committed to being an inclusive campus that reflects the evolving diversity of society. To further this goal, WSU does not discriminate in its programs and activities on the basis of race, religion, color, national origin, gender, age, sexual orientation, gender identity, gender expression, marital status, political affiliation, status as a veteran, genetic information or disability. The following person has been designated to handle inquiries regarding nondiscrimination policies: Executive Director, Office of Equal Employment Opportunity, Wichita State University, 1845 Fairmount, Wichita KS 67260-0138; telephone (316) 978-3186.

Intellectual Property

Wichita State University students are subject to Board of Regents and University policies (see http://webs.wichita.edu/inaudit/ch9_10.htm) regarding intellectual property rights. Any questions regarding these rights and any disputes that arise under these policies will be resolved by the President of the University, or the President's designee, and such decision will constitute the final decision.

Shocker Alert System

Get the emergency information you need instantly and effortlessly! With the Shocker Alert System, we will contact you by email the moment there is an emergency or weather alert that affects the campus. Sign up at www.wichita.edu/alert.

Student Health Services (Suggested)

WSU's Student Health clinic is located in 209 Ahlberg Hall. Hours are 8:00am to 7:00pm (8:00 am to 5:00 pm on Fridays), though the clinic may be closed occasionally on Wednesdays from noon to 1:30pm. The telephone number is (316) 978-3620. In addition to outpatient and preventive care (including immunizations, a prescription service, and testing/counseling for sexually transmitted infections), Student Health can handle minor injuries. All services are confidential. For more information see

www.wichita.edu/studenthealth.

The Heskett Center and Campus Recreation

Whether you are wanting to be active on campus, relieve the stress from classes or take care of your body, Wichita State Campus Recreation is the place for you. Campus Recreation, located inside the Heskett Center, contributes to the health, education, and development of Wichita State University students, faculty, staff, alumni, and community members by offering quality programs and services. With many programs and facilities which are free to all students and members, Campus Recreation offers its members limitless opportunities. For more information about our services see www.wichita.edu/heskett.

Video and Audio Recording

Video and audio recording of lectures without the consent of the instructor is prohibited. Unless explicit permission is obtained from the instructor, recordings of lectures may not be modified and must not be transferred or transmitted to any other person, whether or not that individual is enrolled in the course.

Tentative Schedule for MGMT 681 Fall 2020

Wk.	Date	Description	Reading Due (In class) Assignments due on blackboard (11.59pm)
1	02/02 T	Introduction to Course/Syllabus Discussion	
	02/04 Th	Introduction to BSG Simulation	<ul style="list-style-type: none"> • AFD Assignment
2	02/09 T	Topic: Introduction to Strategy	<ul style="list-style-type: none"> • Read Chapter 01 • What is Strategy discussions • BSG registrations Due 11pm
	02/11 Th	Topic: Strategic Management & Strategic competitiveness	<ul style="list-style-type: none"> • Chapter 01 quiz due
3	02/16 T	Topic: The External Environment	<ul style="list-style-type: none"> • Read Chapter 3 •
	02/18 Th	Topic: External environment cont.... Innovation and Environment Effect	<ul style="list-style-type: none"> • Chapter 3 quiz Due • BSG Practice Round 1 Due
4	02/23 T	Topic: Firm Resources/ Internal Environment	<ul style="list-style-type: none"> • Read Chapter 4 (in class)
	02/25 Th	Topic: Firm Resources/ Internal Environment Cont.	<ul style="list-style-type: none"> • Chapter 4 Quiz Due • BSG Practice Round 2 Due
5	03/02 T	Topic: Selecting Business Level Strategy	<ul style="list-style-type: none"> • Read Chapter 5 • Chapter 5 Quiz due
	03/04 Th	Topic: Supporting Business Strategies	<ul style="list-style-type: none"> • Read Chapter 6 • BSG Competition Round 1 Due
6	03/09 T	Case Discussion Zara: Fashion World	<ul style="list-style-type: none"> • Case Discussion in class • Chapter 6 Quiz Due
	03/11 Th	BSG Simulation Meetings	<ul style="list-style-type: none"> • Zara Case Assignment due 11pm • BSG Simulation Competition Round 2 Due
7	03/16 T	Exam 01 (Exam 01 includes Chapters 1, 2, 3, 4,5, 6 & Zara case)	Take exam 01 online due 11pm
	03/18 Th	Class activities (BSG Meetings)	
	03/23 T	Topic: Corporate Level Strategy	<ul style="list-style-type: none"> • Read Chapter 8

8	03/25 Th	Case 2: "Chipotle: The challenges of integrity	<ul style="list-style-type: none"> • Chapter 8 quiz due • Group 1 & Group 2 case Presentations (In class)
9	03/30 T	Topic: International Strategy	<ul style="list-style-type: none"> • Read Chapter 7 • BSG Simulation Competition Round 3: Team decisions due
	04/01 Th	Class Discussions on BSG	
10	04/06 T	Case 3: " The Walt Disney Company: The Entertainment King"	<ul style="list-style-type: none"> • Group 3, Group 4 Case analysis & presentations due (in class) • Read Chapter 9
	04/08 Th	Topic: Mergers, and Acquisitions and Cooperative Strategies	• BSG Simulation Round 4: Team Decisions Due
11	04/13 T	Case 4: "McDonald: From Big Mac to P'tit Plaisir"	• Group 5, & 6 Case analysis & presentations due
	04/15 Th	McDonald Case presentation cont....	<ul style="list-style-type: none"> • Group 7 Case analysis & presentation due • Ethics assessment Due
12	04/20 T	Topic: Corporate Governance	<ul style="list-style-type: none"> • Read Chapter 2, Chapter 10 • BSG Competitive round 5 decisions due 11pm
	04/22 Th	BSG meetings	• BSG Sim Quiz 2 Due
13	04/27 T	Topic: Strategic-Entrepreneurship Case 5: "Logitech: Finding Success through Innovation and Acquisition"	• Group 8 & 9 case analysis & presentation due
	04/29 Th	Logitech Case Presentation contd.	• Group 10 case analysis & presentation
14	05/04 T	(BSG Simulation)	<ul style="list-style-type: none"> • BSG Simulation round 6 Team decisions • BSG Peer Evaluations Due • Industry Analysis Due
	05/06 Th	Last Class Exam 2 Due Exam 02 includes Chapters 2, 7, 8, 9 & 10	Complete BBA_Major Field Test

*Please note--the schedule may change with advance notice.



Course Number, Title

Instructor:	Michael McLeod
Department:	Management
Office Location:	CH 345
Email:	mike.mcleod@wichita.edu
Office Hours:	By appointment
Class room; Days/Time:	Online
Prerequisites:	DS 350, FIN 340, MKT 300, MGMT 360, senior standing, advanced standing.

How to use this syllabus

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Academic Integrity

Students at Wichita State University are expected to uphold high academic standards. WSU will not tolerate a lack of academic integrity. Students are responsible for knowing and following the Student Code of Conduct http://webs.wichita.edu/inaudit/ch8_05.htm and the Student Academic Honesty policy http://webs.wichita.edu/inaudit/ch2_17.htm. When the faculty member determines sanctions are warranted for violations of academic integrity, regardless of severity, the faculty member must report the infraction to the Office of Student Conduct and Community Standards. If you need more information about the process or wish to appeal a decision, please visit https://www.wichita.edu/about/student_conduct/ai.php. Students who violate the Student Academic Honesty will receive a failing grade for the course.

Course Description

MGMT 681. Strategic Management. This class is an analysis of business problems from a strategic management perspective and is a capstone course that integrates the functional areas of business, including management, marketing, finance, accounting and production. We will discuss both domestic and international policy issues, large and small firms, and various sources of competitive advantage.

Definition of a Credit Hour

The workload for MGMT 681 is higher than the workload of most other WSU courses. I expect that you will have to spend nine hours per week on class-related work to perform well enough to pass MGMT 681. If you cannot devote at least nine hours per week to MGMT 681 work over the course of the semester, I encourage you to postpone taking this course until such time as you can devote sufficient time to the course work.

Measurable Student Learning Outcomes

After completing MGMT 681, students should be able to:

- identify strategic management concepts
- discuss strategic management concepts
- analyze organizations' strategies
- apply strategic management concepts

Required Textbook

MGMT 681 utilizes textbook chapters, case studies, videos, and an online simulation.

- The textbook chapters, case studies, and videos are accessible through the course Blackboard
- Students will need to purchase a license to the simulation. Instructions for how to purchase a simulation license is in the Simulation Help folder in the course Blackboard

Other Equipment/Materials

Software: The Business Strategy Game. GLO-BUS Software. (<http://www.bsg-online.com/>)

Online students are required to have complete access to a functioning laptop or PC with internet capabilities. This laptop or computer must have Microsoft Word. If you do not have Microsoft Word on your PC or Laptop, Wichita State does provide free access to Microsoft Office 365 for students. Follow the instructions below to get Microsoft Office:

1. Log in to [MyWSU](#)
2. Click on Office 365 located on the “Home” tab
3. Follow the Office 365 wizard instructions

Before you begin your coursework, [ensure that your computer meets technical standards](#) (software, computer equipment, general skills, program management skills, communication skills, and managing your WSU e-mail) for use in online courses.

Class Protocol

Though this is an online class, participation is still crucial. "Participation" involves reading the assignments thoroughly, reading any handouts provided for the week, watching all videos (including update videos I add throughout the semester), contributing to class discussions, and completing online assignments. To be successful in this class, you should be checking your student email daily and logging in to our course at least 3 times a week.

Contact Policy

Feel free to email me any questions or concerns following these guidelines:

- Always use the course name in the subject line of the email
- Remember to sign your name so that I know who is emailing me.
- **Always** email me from your WSU email address. Email sent from personal email servers like Gmail, Yahoo, etc., have a tendency to end up in my spam folder, and I never see them. You may also email me through Blackboard via the Email My Instructor tab. I also offer an Ask My Instructor forum on Blackboard which allows common questions to be seen and responded to publicly.
- You should NOT contact me for tech support.
 - Any technical problems involving your computer, or issues regarding file uploading or sharing, should go through the OneStop. You can contact them at 316-978-3909. You can also fill out a request for help form at their [website](#).

However, if you have a problem with access or uploading assignments, you *should* let me know before your assignment is due. You will also have to accompany this notification with the file in question, so I can verify that it is completed by the due date/time.

Grading Scale

WSU uses a +/- grading scale for final grades and to calculate grade point averages. In this class, grades are assigned according to the following chart.

	Letter grade	Grade Points	Interpretation
92.999 points	A	4.00	<i>The A range denotes excellent performance.</i>
90.000 – 92.999 points	A-	3.70	

87.000 – 89.999 points	B+	3.30	
83.000 – 86.999 points	B	3.00	<i>The B range denotes good performance.</i>
80.000 – 82.999 points	B-	2.70	
77.000 – 79.999 points	C+	2.30	
73.000 – 76.999 points	C	2.00	<i>The C range denotes satisfactory performance.</i>
70.000 – 72.999 points	C-	1.70	
67.000 – 69.999 points	D+	1.30	
63.000 – 66.999 points	D	1.00	<i>The D range denotes unsatisfactory performance.</i>
60.000 – 62.999 points	D-	0.70	
0.000 – 59.999 points	F	0.00	<i>F denotes failing performance.</i>

Scores will not be rounded.

Learning Materials

The primary learning materials for this course include:

- Chapters 1-10 textbook chapters
- Video Lectures 1-12 that correspond with concepts presented in chapters 1-10
 - o It is important to point out that while there is significant overlap between the textbook chapters and the video lectures, both the textbook and videos have information that you can only learn from those sources. Therefore, it is important that you use both the textbook and videos when preparing for the course assessments.
 - o Video Lecture 1: corresponds with Chapter 1.
 - o Video Lecture 2: corresponds with Chapter 2.
 - o Video Lecture 3: corresponds with Chapter 3.
 - o Video Lecture 4: corresponds with Chapter 4.
 - o Video Lecture 5: does not directly correspond to any specific chapter.
 - o Video Lecture 6: corresponds with Chapter 5.
 - o Video Lecture 7: some parts of Video 6, Video 7, and Video 9 correspond to Chapter 6.
 - o Video Lecture 8: corresponds with Chapter 7.
 - o Video Lecture 9: corresponds with Chapter 8.
 - o Video Lecture 10: corresponds with Chapter 8.
 - o Video Lecture 11: corresponds with Chapter 9.
 - o Video Lecture 12: corresponds with Chapter 10.
- Cases 1-10 written accounts that apply concepts presented in modules 1-10
- Simulation an online, competitive game that makes students apply strategy concepts

Assignments

Course Scoring Scheme

Module Quizzes (150 points)

Quiz 1	15 points
Quiz 2	15 points
Quiz 3	15 points
Quiz 4	15 points
Quiz 5	15 points
Quiz 6	15 points
Quiz 7	15 points
Quiz 8	15 points
Quiz 9	15 points
Quiz 10	15 points

Module Discussions (270 points)

Discussion 1	25 points
Discussion 2	25 points
Discussion 3	45 points
Discussion 4	25 points
Discussion 5	25 points
Discussion 6	25 points
Discussion 7	25 points
Discussion 8	25 points
Discussion 9	25 points
Discussion 10	25 points

Exams (340 points)

Exam 1	100 points
Exam 2	100 points
Exam 3	100 points
Major Fields Test	40 points

Individual Simulation (240 points)

Simulation Quiz 1	20 points
Simulation Quiz 2	20 points
Final GTD score	200 points
(Combination of Investor Expectation and Best-In-Industry score)	

Quizzes, Exams, Discussions: Which materials apply?

While the online textbook chapters 1 – 10 and video lectures 1 – 12 mostly cover very similar topics (see above in the Learning Materials section), there are some differences. It is important in your learning process that you both read the textbook and listen (while taking notes) to the video lectures. To ensure that you are doing both, the ten quizzes will specifically cover the textbook chapters 1 – 10 while the three exams will specifically cover video lectures 1 – 12.

There are also cases 1 – 10, which you are expected to read. To effectively participate in discussions 1 – 10, you will want to have previously reviewed the cases, textbooks chapters, and videos lectures within each module of the relevant discussion.

Quizzes

Ten quizzes will be given. Each numbered quiz will correspond to each numbered textbook chapter, both of which can be found in each corresponding module (e.g., Quiz 1 will cover textbook chapter 1, both of which can be found in Module 1). The quizzes will consist of multiple choice questions that directly pertain to each textbook chapter.

Quiz #1 – Covers Textbook Chapter 1.

Quiz #2 – Covers Textbook Chapter 2.

Quiz #3 – Covers Textbook Chapter 3.

Quiz #4 – Covers Textbook Chapter 4.

Quiz #5 – Covers Textbook Chapter 5.

Quiz #6 – Covers Textbook Chapter 6.

Quiz #7 – Covers Textbook Chapter 7.

Quiz #8 – Covers Textbook Chapter 8.

Quiz #9 – Covers Textbook Chapter 9.

Quiz #10 – Covers Textbook Chapter 10.

Exams

Three directly related to the course exams will be given. Due to the nature of the strategic management topic, these exams will be cumulative. That is, to do well on the second exam, you must be proficient with the material covered on the first exam. The exams will consist of T/F and multiple-choice questions.

Exam #1 – Covers Video Lectures 1-4.

Exam #2 - Covers Video Lectures 5-8.

Exam #3 - Covers Video Lectures 9-12.

You will also need to complete a Major Fields Test (MFT). The MFT assesses the student's knowledge of their major field. Therefore, the content of your MFT depends on your major. The test contains 120 multiple-choice questions with a 2-hour time limit. There is no specific prep for the test outside of knowing the curriculum in your major. Sometime during the semester, you will set up a time and day to take the MFT with Ripu, who will proctor your test. More information about how to set up your appointment with Ripu will be given later in the semester.

Discussions

Ten discussions will be required. Each discussion will require a post and a comment. To effectively make a post and comment for each discussion, you will need a combination of 1) reading the case in the corresponding module, 2) reading the textbook chapter in the corresponding module, 3) listening to the video lecture in the corresponding module, 4) your own opinions and research on the topic. To know what is expected in these discussions, please reference the "Discussions" and "Grading Rubrics" links on the left side of Blackboard.

Discussion #1 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 1.

Discussion #2 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 2.

Discussion #3 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 3.

Discussion #4 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 4.

Discussion #5 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 5.

Discussion #6 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 6.

Discussion #7 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 7.

Discussion #8 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 8.

Discussion #9 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 9.

Discussion #10 – Covers Case, Textbook Chapter, Video Lecture(s) in Module 10.

Individual Simulation

The individual simulation project is an internet-based business strategy game based on the athletic footwear industry. During the simulation you will act as the company's CEO who is managing an athletic footwear company. The simulation is designed to challenge students to manage a company during the semester. To perform well in the simulation, you will have to devote a great amount of time to learning the simulation rules, analyzing data, making decisions, and implementing those decisions.

Simulation Quizzes – Open-book quizzes will be given online, within the simulation. It is to be completed by each student individually. Each quiz will consist of twenty questions. The quizzes will examine your knowledge of the material covered in the Player's Guide and the simulation.

Final GTD Score – Two performance measures are used to track your company's performance throughout the simulation, an Investor Expectations (IE) measure and a Best-In-Industry (BII) measure. These measures are based on your company's earnings per share, return on equity, credit rating, image rating, and stock price. The BII and IE scores each decision round will be summed over all ten decision rounds to the GTD (Game-To-Date) score, which will determine your final grade.

To figure out your final GTD grade (worth 200 points), match your final GTD score with the % grades below. You will earn that % out of the 200 points.

Scores 100 or above earn 100%

Scores 90-99 earn 95%

Scores 80-89 earn 90%

Scores 70-79 earn 85%
Scores 60-69 earn 80%
Scores 50-59 earn 75%
Scores 40-49 earn 70%
Scores 30-39 earn 60%
Scores 20-29 earn 50%
Scores 10-19 earn 40%
Scores 01-09 earn 30%

When strategizing for your footwear company, you may consult the internet and even family and friends outside of class for basic strategic advice concerning business and the simulation in general. **However, you are the only one allowed to make and enter decisions. You are not allowed to have someone else enter in the decisions for you nor tell you what decisions to enter. If I discover this is happening, the person will receive a zero on the simulation grade.**

Extra Credit

There will be three extra credit opportunities. Each extra credit opportunity will be worth up to ten points, which will be added to your total score. The first extra credit opportunity will be completing your application for graduation (AFG). The “Getting Started Quiz” is the second extra credit opportunity. Both the AFG and Getting Started Quiz can be found under the “Start Here” link on the left-hand side of Blackboard and are due in the first week. The third extra credit opportunity can be found under the “Extra Credit” link on the left-hand side of Blackboard. This third extra credit is an “Ethics” Quiz. This quiz is not directly related to the course and there is no specific prep to take it. It is a general assessment of Wichita State University students to see how they compare relative to students from other universities. Check for the due dates of these extra credit assignments on Blackboard. All three extra credit assessments are worth 10 points each.

Late Assignments and Missed Exams

Any reason for turning in assignments, quizzes, or exams after their due date will be given an automatic 50% penalty. **Check the dates of all assignments.** It is **your responsibility** to know the dates when assignments, quizzes, and exams are due. You will have several days, and sometimes several weeks, to complete assignments, quizzes, and exams. You can also work ahead and complete assignments early, if your personal schedule requires it (except for the simulation decision rounds, which requires you to make decisions during the same time period as your fellow students). Therefore, you will have plenty of time to work around your schedule to complete the required assessments.

Syllabus Policies and Student Resources

Information on the following policies and resources can be found at www.wichita.edu/syllabuspolicies:

- Important Academic Dates
- Academic Integrity
- Definition of a credit hour
- Video and Audio recording
- Shocker Alert System
- Intellectual Property
- CARE Team
- Counseling and Prevention Services
- Student Health Services
- Heskett Center and Campus Recreation
- Inclusive Excellence
- First Generation Students
- Names and Pronouns
- Disability Services
- Title IX

- Concealed Carry Policy

WEEKLY SCHEDULE

MGMT 681: Class Schedule, Topic Flow and ASSIGNMENTS DUE – Spring 2021				
Week	Assignment Due Dates (by 11:59 p.m.)	Assignment Due	Module	Learning Materials
1	Friday - 2/5/2021	Discussion post 1	Start Here	Welcome Video, Orientation Video, Simulation Overview
	Friday - 2/5/2021	Complete AFD (EC1)		
	Sunday - 2/7/2021	Discussion comment 1	Module 1	Chapter 1, Case 1, Video Lecture 1
	Sunday - 2/7/2021	Quiz 1		
	Sunday - 2/7/2021	Getting Started Quiz (EC2)		
2	Monday - 2/8/2021	Discussion post 2	Module 2	Chapter 2, Case 2, Video Lecture 2
	Wednesday - 2/10/2021	Discussion comment 2		
	Friday - 2/12/2021	Quiz 2		
3	Monday - 2/15/2021	Discussion post 3	Module 3	Chapter 3, Case 3, Video Lecture 3
	Wednesday - 2/17/2021	Discussion comment 3		
	Friday - 2/19/2021	Quiz 3		
4	Monday - 2/22/2021	Discussion post 4	Module 4	Chapter 4, Case 4, Video Lecture 4
	Wednesday - 2/24/2021	Discussion comment 4		
	Friday - 2/26/2021	Quiz 4		
	Sunday - 2/28/2021	Exam 1		Exam 1 on Video Lectures 1 - 4
5	Monday - 3/1/2021	Discussion post 5	Module 5	Chapter 5, Case 5, Video Lecture 5, Video Lecture 6
	Wednesday - 3/3/2021	Discussion comment 5		
	Friday - 3/5/2021	Quiz 5		
6	Monday - 3/8/2021	Discussion post 6	Module 6	Chapter 6, Case 6, Video Lecture 7
	Wednesday - 3/10/2021	Discussion comment 6		
	Friday - 3/12/2021	Quiz 6		
7	Monday - 3/15/2021	Discussion post 7	Module 7	Chapter 7, Case 7, Video Lecture 8
	Wednesday - 3/17/2021	Discussion comment 7		
	Friday - 3/19/2021	Quiz 7		
	Sunday - 3/21/2021	Exam 2		Exam 2 on Video Lectures 5 - 8
8	Monday - 3/22/2021	Discussion post 8	Module 8	Chapter 8, Case 8, Video Lecture 9, Video Lecture 10
	Wednesday - 3/24/2021	Discussion comment 8		
	Friday - 3/26/2021	Quiz 8		
9	Monday - 3/29/2021	Discussion post 9	Module 9	Chapter 9, Case 9, Video Lecture 11
	Wednesday - 3/31/2021	Discussion comment 9		
	Friday - 4/2/2021	Quiz 9		
10	Monday - 4/5/2021	Discussion post 10	Module 10	Chapter 10, Case 10, Video Lecture 12
	Wednesday - 4/7/2021	Discussion comment 10		
	Friday - 4/9/2021	Quiz 10		
	Sunday - 4/11/2021	Exam 3		Exam 3 on Video Lectures 9 - 12
	Sunday - 4/11/2021	Extra Credit 3		
11	Monday - 4/12/2021	Sim Practice Decision #1	Module 11	Simulation help videos and help documents
	Wednesday - 4/14/2021	Sim Practice Decision #2		
	Friday - 4/16/2021	Sim Decision #1		
	Sunday - 4/18/2021	Sim Quiz #1		
	Sunday - 4/18/2021	Sim Quiz #2		
12	Monday - 4/19/2021	Sim Decision #2	Module 12	Simulation help videos and help documents
	Wednesday - 4/21/2021	Sim Decision #3		
	Friday - 4/23/2021	Sim Decision #4		
13	Monday - 4/26/2021	Sim Decision #5	Module 13	Simulation help videos and help documents
	Wednesday - 4/28/2021	Sim Decision #6		
	Friday - 4/30/2021	Sim Decision #7		
14	Monday - 5/3/2021	Sim Decision #8	Module 14	Simulation help videos and help documents
	Wednesday - 5/5/2021	Sim Decision #9		
	Friday - 5/7/2021	Sim Decision #10		

