Course Syllabus

Course Information

BUS 498
Strategic Management
3 Credit Hours

Instructor Information

Michael Horn
Adjunct Professor
Doane University

Contact Information

Email Address: michael.horn@doane.edu
Phone: 303-748-5956

Communicating With the Instructor

This course uses a "three before me" policy in regards to student to faculty communications. When questions arise during the course of this class, please remember to check these three sources for an answer before asking me to reply to your individual questions:
1. Course syllabus
2. Announcements in Blackboard
3. The "Question Center" discussion board

This policy will help you in potentially identifying answers before I can get back to you and it also helps your instructor from answering similar questions or concerns multiple times.

If you cannot find an answer to your question, please first post your question to the "Question Center" discussion board. Here your question can be answered to the benefit of all students by either your fellow students who know the answer to your question or the instructor. You are encouraged to answer questions from other students in the discussion forum when you know the answer to a question in order to help provide timely assistance.

If you have questions of a personal nature such as relating a personal emergency, questioning a grade on an assignment, or something else that needs to be communicated privately, you are welcome to contact me via email or phone. My preference is that you will try to email me first. Please allow 24 hours for me to respond to emails.

If you have a question about the technology being used in the course, please contact the Doane University Help Desk for assistance (contact information is listed below).

Course Catalog Description

Taking the information from BUS 496 and using a computer simulation, students function as the top management team for a large, international, manufacturing firm. This experiential process allows students to review the theoretical constructs of strategic management and learn how to apply those constructs in a controlled competitive environment. Students successfully completing this course should be able to 1) effectively analyze a firm's performance in a controlled environment, 2) complete accurate, detailed written analyses of industry movements and individual firm performance within that industry, and 3) understand how the various components of a competitive environment interact and what strategic directions to take based on those interactions.

Course Prerequisites

Completion of all Business Administration core.

Course Textbook and Materials

Required

Krogerus, M., & Tschappeler, R. (2018). *The Decision Book: Fifty Models for Strategic Thinking*. London: Profile.
ISBN-10: 9780393652376
ISBN-13: 978-0393652376

Recommended
Rumelt, R. P. (2011). Good strategy, bad strategy: The difference and why it matters. New York: Crown Business.
ISBN-10: 9780307886231
ISBN-13: 978-0307886231

Required Technology

GoVenture subscription, Doane will provide a subscription key.

Learning Objectives

Course Objectives	Aligned Module Objectives
1. Demonstrate knowledge and understanding of strategic management theories and the ability to apply those theories to the business analysis	1.1 Demonstrate your ability to analyze a multinational business operation. 1.2 Use your understanding of management theories to engage as CEO of a simulated business. 1.3 Demonstrate your knowledge of strategic analysis to unravel business problems 1.4 Use the skills you've learned to show your comprehensive understanding of international business

2. Demonstrate ability to engage in team development and group collaboration.	2.1 Introduce yourself to other team members 2.2 Display your leadership and collaborative skills by working in a team environment 2.3 Provide insights and responses to posts from other students 2.4 Discuss business concepts that are used in the simulation 2.5 Discuss and assess peer reviewed journal articles and annual reports to expand your knowledge of finance and accounting issues. 2.6 Respond and analyze student discussions regarding business ethics 2.7 Complete an evaluation of your team and appraise their accomplishments.
3. Employ knowledge of finance, accounting, marketing, and strategic analysis to communicate and improve your knowledge of annual reports	3.1 Demonstrate your ability to dissect and understand annual reports 3.2 Discuss and explain information contained in the preamble of annual reports 3.3 Analyze and assess several CEO letters to shareholders
4. Use and interpret information and reports to improve business decision making	4.1 Solve business issues as CEO of a multinational business using strategic management tools and reports 4.2 Demonstrate the ability to understand and analyze a strategic management theory and model
5. Engage and discuss a variety of business topics using case studies and videos in an online collaborative tool	5.1. Analyze and explain your assessment of your simulated business and competition 5.2 Assess and discuss journal articles and videos on leadership and ethics 5.3 Compare and contrast business concepts, including entrepreneurship and future business trends
6. Learn, expand, and demonstrate their ability to articulate to summarize business results, including marketing strategies and management philosophies	6.1 Compose a letter to shareholders that demonstrates their understanding of annual reports 6.2 Demonstrate your knowledge of marketing strategy 6.3 Translate your understanding of leadership into a management philosophy document

Course Requirements

Online Course
This is an online course and there will not be any face-to-face class sessions. All assignments and course interactions will utilize internet technologies. You must have a reliable internet connection throughout the duration of the course.

This course uses Blackboard for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Blackboard Course Site can be accessed at http://bb2.doane.edu

Attendance in an online course means logging into the Blackboard on a regular basis and participating in the all of activities that are posted in the course. In addition, check your Doane University e-mail account regularly, as your instructor may send important information via email.

Attendance/Participation
You should plan to work on this course everyday. This is a condensed, fast-paced, course. Expect to spend approximately 18 hours a week preparing for and actively participating in this 8-week course.

Class Preparation
Preparation for class means reading the assigned readings and reviewing all information required for that week.

Computer Requirements
For the successful use of Blackboard please refer to Doane University's minimum computer requirements. This also includes:

- Reliable computer and internet connection
- A web browser (Chrome or Mozilla Firefox)
- Adobe Acrobat Reader (free)
- Word processing software—Microsoft Word or Google Docs
- Webcam and mic

Campus Network or Blackboard Outage
When access to Blackboard is not available for an extended period of time (greater than one entire evening - 6pm till 11pm) you can reasonably expect that the due date for assignments will be changed to the next day (assignment still due by midnight).

Drop and Add Dates
If you feel it is necessary to withdraw from the course, please contact your advisor for full details on the types of withdrawals that are available and their procedures.

Federal requirements state that students must complete 75% of the course work to be eligible to receive an incomplete for the course. If students fall more than two weeks behind, they cannot meet this requirement.

Academic Integrity
Doane University students are expected to conduct themselves with personal and professional integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly attempting or assisting others to gain academic success by dishonest means, is defined as cheating, fabrication, facilitating academic dishonesty, and plagiarism. Please review Doane University's Academic Integrity Policy.

Course Grading
Submitting Assignments

All assignments, unless otherwise announced by the instructor, must be submitted via Blackboard. Each assignment will have a designated place to submit the assignment. All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor and review the course site regularly to learn about changes to assignments or due dates.

Grading Scale
Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

A	100 – 90
B	89 – 80
C	79 – 70
D	69 – 60
F	59 and below

Weighted Grading Scheme
Video Journals - 10%
- Module 2 Video Essay (10 pts)
- Module 4 Video Essay (10 pts)
- Module 5 Video Essay (10 pts)

Discussion Posts - 20%
- Module 1 Strategy Discussion (15 pts)
- Module 3 Strategy Discussion (15 pts)
- Module 6 Annual Report Discussion (15 pts)

Peer Evaluations - 10%
- Module 7 Simulator Team Evaluation (10 pts)

Strategic Management Final Paper (25 pts) - 25%
Final Writing Project (25 pts) - 25%
Participation - 10%
- All participation assignments are worth 10 pts

  Total - 100

Late or Missed Assignments
All assignments must be completed and turned in to finish the course. Unless you discuss a late assignment with your instructor prior to the assignment due date, your assignment will lose 20% each day it is late.

Feedback
Please allow 1-3 days for feedback on assignments. Please review instructor feedback for assignments and assessments, this will help you reflect on what you have learned while receiving suggestions for improvement.

Technical Support

If you are in need of technical assistance please access the [Self Service Portal](). You may reach the help desk at 402-826-8411 or by email at helpdesk@doane.edu.

Accessibility Statement

In compliance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act of 1990, professional disability specialists and support staff at Doane University facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities. Doane University staff coordinate student transitions from high schools and community colleges, conduct in-service training for faculty and staff, enable the resolution of accessibility issues, conduct community outreach, and facilitate collaboration among Doane University staff on disability policies, procedures, and accommodations.

Disability Services

[Doane University's Disability Services Office]() will provide guidance on accommodations and universal access. To request accommodations please complete the [Self-Identification Form]() and visit the website for additional information.

Academic Support

Doane University offers all of its students access to [Academic Support]() services.

Title IX Requirements: Mandatory Reporting

At Doane, all university employees, including faculty, are considered Mandatory Reporters. As a Mandatory Reporter, I am required to report incidents of sexual misconduct and relationship violence to the Title IX Coordinator and, thus, cannot guarantee confidentiality. This means that if you tell me about an incident of sexual harassment, sexual assault, domestic violence, dating violence, stalking and/or other forms of prohibited discrimination, I have to share the information with the University's Title IX Coordinator. My report does not mean that you are officially reporting the incident. This process is in place to ensure you have access to and are able to receive the support and resources you need. For additional information, including confidential resources, please visit the [Campus Advocacy, Prevention, and Education (CAPE) Project]().

Instructional Technology Accessibility and Privacy Policies

If your course uses additional technology tools, information on the [technology's accessibility and privacy is available on our website]().

Syllabus Disclaimer

The instructor views the course syllabus as an educational contract between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes via email or in the course site Announcements. Please remember to check your Doane University email and the course site Announcements often.