

**Virginia International University**
**FALL II 2015**
**MBA 516 STRATEGIC MANAGEMENT & ORGANIZATIONAL LEADERSHIP  
 ONLINE SYLLABUS**

<b>FACULTY CORE ELEMENTS</b>	
<b>Credit Hours/ Contact Hours</b>	<b>3 Credits Hours/ 45 Contact Hours</b>
<b>Instructor</b>  	<b>Professor: Dr. Ebenezer Robinson, PhD</b>  <b>Email: erobinson@campus.viu.edu</b>  <b>Phone: 832-752-6797</b>  (I am available by phone during the hours posted below. Outside of those hours (or if I happen to be on another line when you call), please feel free to leave a detailed voicemail. I will respond via phone or email.)  <b>Availability for synchronous communication: I am available for synchronous communication each Tuesday from 3pm to 5pm.</b>
<b>Professor Ebenezer Robinson</b>	<b>Dr. Ebenezer Robinson was awarded his PhD degree in Business Administration at Northcentral University, Arizona. Prior to that, he had earned a Master of Business Administration in Management from the American Inter-Continental University, Houston, Texas. His undergraduate work was at California State University Carson, CA, where he earned a Bachelor of Science degree in Accounting. Dr. Robinson has taught numerous online and in-classroom courses for approximately 7 years. Robinson understand difficulties that the online and classroom environment can bring and have applied workable solutions to these issues. Dr. Robinson is passionate about helping students to learn and complete their bachelor, masters or doctoral degrees. Prior to entering the academic realm, Robinson held director posts at several organizations. He had published over 5 books and presented 6 papers at several professional and scholarly meetings. As a researcher, he has over ten scientific publications to his credit.</b>
<b>Course Description</b>	<b>The course focuses on the analyses, decisions, and actions that an organization undertakes in order to gain and maintain competitive advantage. The extensive use of case studies focuses students on diagnosis of problems and opportunities as well as the development of alternative courses of action and implementing organizational leadership.</b>

<b>Learning/ Performance Objectives</b>	<p>After completing the course, students will be able to:</p> <ul style="list-style-type: none"> <li>❑ Define what strategic planning is.</li> <li>❑ Describe the strategic management process.</li> <li>❑ Identify, develop and implement strategies that will provide competitive advantages that will be sustainable over time.</li> <li>❑ Understand what the vital role of corporate governance is.</li> <li>❑ Delineate the need for organizations to attain consistency in their vision, mission, and strategic objectives</li> <li>❑ Assess a firm's competencies and technologies bases- core vs enabling vs disruptive.</li> </ul> <p>Apply strategic planning concepts to a wide variety of real world case study environments.</p>
<b>Required Textbook and Ancillary Instructional Materials</b>	<p><b>Mandatory Text(s): Strategic Management and Competitive Advantage, Fourth Edition Barney and Hesterly</b> Pearson ISBN: 978-0-13-254634-8</p> <p><b>Optional Text(s):</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management in Action, 6/E Coulter ©2013   Prentice Hall   Published: 07/26/2012 ISBN-10: 0132620677   ISBN-13: 9780132620673</li> <li>2. Essentials of Strategic Management, 5/E                      Hunger &amp; Wheelen</li> </ol>

©2011 | Prentice Hall | Published: 07/19/2010  
ISBN-10: 0136006698 | ISBN-13: 9780136006695

3. Strategy: A View from the Top, 4/E  
De Kluyver & Pearce

©2012 | Prentice Hall | Published: 12/30/2010 ISBN-10:  
0132145626 | ISBN-13: 9780132145626

**Library Resources:**

The VIU Library is located in the Pender Building. VIU subscribes to several online libraries- [LIRN](#), [e.brury](#), and JSTOR. LIRN focuses on providing access to articles from thousands of periodicals, many of them peer-reviewed journals; e.brury focuses on providing access to the full-text of current academic books; and JSTOR provides expansive access to scholarly works and other materials. VIU Library webpage also provide [Other Online Resources](#), which link to approximately 200 other websites. VIU Library Website: <http://library.viu.edu/>.

**Writing, Research, And Media Center:**

The Writing, Research, and Media Center at VIU serves to support students in a way that allows for enhanced growth and ability to communicate in writing for their various fields of study. Students are provided one-on-one sessions to target specific needs in order to allow for students to develop skills for long term success

Resources for the WRMC are provide here: [www.viu.edu/wrmc](http://www.viu.edu/wrmc)

**Moodle Support and VIU IT Help Desk**

Should you encounter any problems, please feel free to contact the VIU technical helpdesk. Technical support can be accessed through VIU's IT department: <http://it.viu.edu/>

**Instructional Methods**

A variety of methods will be used including weekly videos, student assignments, and discussion forums. The textbook will be used as a reference to address the course material.

<b>VIU Grading System</b>	<p>For graduate level courses, the grades of A, A-, B+, B, B-, C+, and C are passing grades, and C-, D+, D, D-, and F are failing grades. For undergraduate level courses, the grades of A, A-, B+, B, B-, C+, C, C-, D+, D, and D- are passing grades, and F is failing grade. The grade of S is a passing grade and the grade of U is a failing grade for ESL courses. The grade of "I" (Incomplete) is given to a student whose work has been of passing quality but who has, for compelling reasons, been unable to complete all of his or her required coursework by the end of the semester. The quality of performance in any academic course is reported by a letter grade.</p> <p>These grades denote the character of work and are assigned grade points as follows:</p> <table border="1"> <tr> <td>A</td> <td>95.00-100.00</td> <td>C</td> <td>65.00-69.99</td> </tr> <tr> <td>A-</td> <td>90.00-94.99</td> <td>C-</td> <td>60.00-64.99</td> </tr> <tr> <td>B+</td> <td>85.00-89.99</td> <td>D+</td> <td>55.00-59.99</td> </tr> <tr> <td>B</td> <td>80.00-84.99</td> <td>D</td> <td>50.00-54.99</td> </tr> <tr> <td>B-</td> <td>75.00-79.99</td> <td>D-</td> <td>45.00-49.99</td> </tr> <tr> <td>C+</td> <td>70.00-74.99</td> <td>F</td> <td>0.00-44.99</td> </tr> </table> <p>Assignment grades and course grades are directly related to a student's GPA and are reflective of the kind and quality of work that a student does for the course; therefore, grades are not rounded up or down for assignments or for the course as a whole.</p>	A	95.00-100.00	C	65.00-69.99	A-	90.00-94.99	C-	60.00-64.99	B+	85.00-89.99	D+	55.00-59.99	B	80.00-84.99	D	50.00-54.99	B-	75.00-79.99	D-	45.00-49.99	C+	70.00-74.99	F	0.00-44.99
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<b>Course Grading Scale</b>	<b>WEIGHT / PERCENTAGE:</b>										
	<table> <tr> <td><b>Individual Assignments</b></td> <td style="text-align: right;"><b>20</b></td> </tr> <tr> <td><b>Discussion Forums</b></td> <td style="text-align: right;"><b>20</b></td> </tr> <tr> <td><b>Midterm Exam</b></td> <td style="text-align: right;"><b>30</b></td> </tr> <tr> <td><b>Final Exam</b></td> <td style="text-align: right;"><b>30</b></td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>100</b></td> </tr> </table>	<b>Individual Assignments</b>	<b>20</b>	<b>Discussion Forums</b>	<b>20</b>	<b>Midterm Exam</b>	<b>30</b>	<b>Final Exam</b>	<b>30</b>	<b>Total</b>	<b>100</b>
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<b>Syllabus Last Revised Date</b>	22-Feb-2015										
<b>STUDENT CORE ELEMENTS</b>											

<p><b>Students Rights, Responsibilities and Code of Conduct</b></p>	<p>All students are expected to act with civility and personal integrity; respect other students' dignity, rights and property; and help create and maintain an environment in which everyone can succeed through the fruits of their own efforts. Academic integrity includes a commitment to not engage in or tolerate acts of academic dishonesty. Academic dishonesty involves one of the following:</p> <ol style="list-style-type: none"> <li>1) cheating on an examination or quiz;</li> <li>2) buying, selling, stealing, or soliciting any material purported to be the unreleased contents of a forthcoming examination, or the use of such material;</li> <li>3) substituting for another person during an examination or allowing such substitution for one's self;</li> <li>4) plagiarizing, the act of appropriating passages from the work of another individual, either word for word or in substance, and representing them as one's own work;</li> <li>5) colluding with another person in the preparation or editing of assignments submitted for credit, unless such collaboration has been approved in advance by the instructor;</li> <li>6) copying the institution's software without permission of the copyright holder or placing personal software on the institution's computers or damaging or destroying software or computers;</li> </ol> <p>and other forms of academic dishonesty include selling or purchasing examinations, papers or other assignments and submitting or resubmitting the same paper for two different classes without explicit authorization.</p> <p>When an instructor suspects academic or non-academic dishonesty, the faculty member will exercise her/his academic judgment in light of the particular circumstances and the student's academic history. Consultation with the Vice President of Academic Affairs and/or the department chair throughout the process is encouraged.</p>
<p><b>Plagiarism Policy</b></p>	<p>Plagiarism is a serious offense in the School of Online Education as we are preparing candidates who will assume positions with international business organizations requiring high degrees of trust, ethics, and legal responsibilities. Although plagiarism is defined and viewed differently depending upon the culture, the VIU School of Online Education defines plagiarism as follows:</p> <ol style="list-style-type: none"> <li>1. Turning in someone else's work as your own</li> <li>2. Copying words or ideas from someone else without giving credit</li> <li>3. Using your own work from a previous course and not citing that work as such</li> <li>4. Failing to put a quotation in quotation marks</li> <li>5. Giving incorrect information about the source of a quotation</li> </ol>

	<p>6. Changing words but copying the sentence structure of a source without giving credit</p> <p>7. Copying so many words or ideas from a source that it makes up the majority of your work, whether you give credit or not</p> <p>Plagiarism is an act of fraud. It involves both stealing someone else's work and lying about it afterward.</p> <p>Most cases of plagiarism can be avoided, however, by citing sources. Simply acknowledging that certain material has been borrowed and providing your audience with the information necessary to find that source is usually enough to prevent plagiarism.</p> <p>(Credited Source: <a href="http://plagiarism.org/plagiarism-101/what-is-plagiarism">http://plagiarism.org/plagiarism-101/what-is-plagiarism</a>)</p>
<p><b>Student Complaint Policy</b></p>	<p>VIU Formal Complaint Procedure</p> <p>VIU faculty and staff attempt to create, in all areas, an atmosphere that is conducive to learning. For this reason, VIU has established a procedure to address any school-related problems, concerns, or complaints. Most academic concerns will be handled by the instructors directly:</p> <ol style="list-style-type: none"> <li>1. Students should first discuss the problem with the instructor.</li> <li>2. Then with the Dean of the School, if necessary.</li> <li>3. If the problem is not resolved at that level, the student should then contact the Vice President of Academic Affairs.</li> </ol> <p>VIU team members maintain an open-door policy. Students may express concerns to any administrator. Complaints, however, are best handled by following the above-stated procedure. At the written request of the student, an ad-hoc Grievance Committee comprised of the Vice President of Academic Affairs, one senior faculty member, the Dean of the School, and other invited staff or faculty. The Committee will convene to address concerns which remain unresolved. The ad-hoc Grievance Committee will convene within ten (10) working days of a written request from the student. The student will be notified of the committee's decision within three working days of the meeting. If after following the above stated procedure, the student feels that his or her concerns have not been resolved, he or she may address these concerns in writing to the following organizations</p>
<p><b>Verify Student Enrollment</b></p>	<p>It is the student's responsibility to verify that s/he is enrolled as a student in this course. Students attending an incorrect course or not registering for the proper course risk losing credit for the course they are required to take, losing the money paid for the course, being dropped from the course that are required to take as well as risking their F1 student status due to their not being enrolled as a full-time student.</p>
<p><b>Inclement Weather Policy</b></p>	<p>Students may encounter problems including inclement weather on occasion and should inform their instructor should there be any issues as soon as possible.</p>

<p><b>Attendance Policy VIU Online</b></p>	<p>The University faculty strive to provide a quality learning environment for all students. Therefore, good academic standing requires participation of students in all class-related activities. Therefore, attendance at VIU is mandatory. There are only two acceptable reasons for absence from class: 1) serious illness on the part of the student or 2) a family emergency.</p> <p>Absence for unexcused reasons may negatively affect the student's final course grade.</p> <p>Attendance in an online classroom for a given week is based the student's engagement in an academically related activity that can be documented.</p> <p>The following are academically related activities for the purposes of attendance:</p> <ul style="list-style-type: none"> <li>• Meaningful participation in an online discussion</li> <li>• Quizzes, tests, assignment submissions, and other work that is graded by the instructor.</li> <li>• Student initiating contact with a faculty member to ask a course-related question via email or chat room</li> </ul> <p>The following are not acceptable for purposes of attendance:</p>
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	<ul style="list-style-type: none"> <li>• Student-tracking of course site login</li> <li>• Student posting of bio in Discussion forum</li> </ul> <p>Attendance in the VIU online classroom is collected in weekly cycles. For administrative purposes, the date that attendance is recorded for is the Sunday of each week, regardless of the day of the week on which the semester starts. If a week spans over two months, the attendance for that week will be reported as a part of the later month. A weekly unit in VIU Online Education consist of activities that students are engaged in from a Monday to the following Sunday.</p> <p>The last day of attendance of an online class is defined as the last day in which the student was engaged in an academically related activity that can be documented.</p>
<p><b>Cell Phone and Other Media Use Policy</b></p>	<p>As in the professional environment, the use of cell phones and other multi-media tools should not be used during synchronous communication during the course.</p>
<p><b>VIU's Americans with Disabilities (ADA Policy)</b></p>	<p>Virginia International University is committed to ensuring that all of its facilities and programs are accessible to all persons. If you believe you may qualify for course adaptations or accommodations in accordance with the Americans with Disabilities Act and/or Section 504 of the Rehabilitation Act, it is your responsibility to contact Human Resources for an accommodation approval letter. Once you have coordinated services with Human Resources, please provide your letter of accommodation to the instructor no later than the second class session.</p>
<p><b>Email Policy</b></p>	<p>All VIU students are required to use their provided VIU email addresses only when communicating with VIU professors and or staff, submitting assignments, and all other correspondence. Use of the VIU email system ensures that student emails are easily recognized, documented through the VIU computer system, and allow the University to maintain consistency and compliance in our electronic communication with students.</p> <p>As a VIU student, it is your responsibility to check your VIU provided email daily as this is the primary email address VIU uses to contact students.</p>
<p><b>Additional Information Regarding VIU Policies</b></p>	<p>Students should refer to the Virginia International University Handbook for additional and/or more specific information on University policies and guidelines.</p>

<p><b>Additional Course Specific Policies</b></p>	<p>All work must be turned in on time according to the announced schedule. Schedule and activities may be subject to change. Consult the class web site for the latest information.</p> <p>Assignment Submission Guidelines: Each assignment turned in must include the following on a title page:</p> <ul style="list-style-type: none"> <li>• First Name, Last Name</li> <li>• Complete Date of Submission (Month Day, Year)</li> <li>• Course Number and Name (MBA 611 – Law)</li> <li>• Assignment Reference (Homework Assignment 3)</li> <li>• Page numbers</li> </ul> <p>Assignment submissions must adhere to the APA standards, and use APA referencing style.</p> <p>The dynamics of coverage of topics and the deadlines of assignments are given in Attachment A: Assignments and Course Calendar/Schedule</p> <p>Late Work Policy: Assignment due dates will adhere to the following schedule:</p> <ul style="list-style-type: none"> <li>• Initial Discussion Posts Day 2 (Tuesday)</li> <li>• Portfolio Assignments Day 4 (Thursday)</li> <li>• Peer Response Posts Day 6 (Saturday)</li> </ul> <p>No assignments will be accepted beyond Day 7 of the current week unless approved by the instructor.</p> <p>Grades: You may expect to receive your grades and personal feedback no later than four days after the due date for a given assignment. For example, feedback for your</p>
	<p>portfolio assignments will be provided no later than Day 1 of the following week. Since weekly discussions require an initial response due on Day 2) and responses posts (due on Day 6), discussion grades will be posted on Day 3 of the following week.</p> <p>Rubrics: Rubrics for each assignment will be provided with the directions for each assignment in the online classroom. It is suggested that you use the rubric as a checklist to ensure that your assignments meets the set criteria. Your instructor will use the rubric to evaluate your work.</p>
<p><b>Keeping Your Coursework</b></p>	<p>You will have access to your coursework from the course start date, until the last day of the session. After that time, you will no longer be able to access the course or related materials. We strongly recommend that you retain copies of your completed assignments and any documents you wish to keep. The university is not responsible for lost or missing coursework.</p>
<p><b>Course Evaluation</b></p>	<p>Two times during the session, once at or near the middle and once at the end of the course, you will receive an e-mail inviting you to submit an online evaluation of the course and instruction. All submitted course evaluations are confidential, and only aggregate data and comments will be shared with the Instructor. No responses given will affect your grade in any way. Your feedback is important in the VIU efforts to continuously improve programs.</p>
<p><b>ACADEMIC ELEMENTS</b></p>	
<p><b>Syllabus Modification Statement</b></p>	<p>Although this syllabus reflects the professors attempt to provide students with the most accurate and current information regarding this course, the syllabus also represents a living document which <i>may</i> require subsequent modification. Although no substantial changes will be made in terms of the assignments, course grading policy, or course structure, the professor for this course as well as the University/School reserve the right to make modifications to the syllabus designed to improve the overall course deliver and student satisfaction. In the event such</p>

	modifications are necessary, students in this course will be notified in writing along with the Dean's Office for the School.
<b>Curriculum Attachments</b>	<b>ATTACHMENT A: COURSE SCHEDULE</b> <b>ATTACHMENT B: COURSE ASSIGNMENTS IN DETAIL</b> <b>ATTACHMENT C: COURSE REFERENCE LIST</b>

## ATTACHMENT A: COURSE SCHEDULE

DATE	TOPICS	TEXTBOOK & OTHER READINGS	ASSIGNMENT & DUE DATE
Week 1	WHAT IS STRATEGY AND THE STRATEGIC MANAGEMENT PROCESS?	CHAPTER 1	Discussion Forum # 1.1 & Discussion Forum # 1.2 Assignment # 1.1 & Assignment # 1.2 Due Date: March 8, 2015
Week 2	EVALUATING A FIRM'S EXTERNAL ENVIRONMENT EVALUATING A FIRM'S INTERNAL CAPABILITIES	CHAPTER 2 CHAPTER 3	Discussion Forum # 2.1 & Discussion Forum # 2.2 Assignment # 2.1 & Assignment # 2.2 Due Date: March 15, 2015
Week 3	COST LEADERSHIP VERTICAL INTEGRATION	CHAPTER 4 CHAPTER 6	Discussion Forum # 3.1 & Discussion Forum # 3.2 Assignment # 3.1 & Assignment # 3.2 Due Date: March 22, 2015
Week 4	MIDTERM EXAM		MIDTERM Due Date: March 29, 2015
Week 5	CORPORATE DIVERSIFICATION ORGANIZING TO IMPLEMENT CORPORATE DIVERSIFICATION	CHAPTER 7 CHAPTER 8	Discussion Forum # 5.1 & Discussion Forum # 5.2 Assignment # 5.1 & Assignment # 5.2 Due Date: April 5, 2015

<b>Week 6</b>	<b>STRATEGIC ALLIANCES MERGERS AND ACQUISITIONS</b>	<b>CHAPTER 9 CHAPTER 10</b>	<b>Discussion Forum # 6.1 &amp; Discussion Forum # 6.2 Assignment # 6.1 &amp; Assignment # 6.2 Due Date: April 12, 2015</b>
<b>Week 7</b>	<b>INTERNATIONAL STRATEGIES</b>	<b>CHAPTER 11</b>	<b>Discussion Forum # 7.1 &amp; Discussion Forum # 7.2 Assignment # 7.1 &amp; Assignment # 7.2 Due Date: April 19, 2015</b>
<b>Week 8</b>	<b>FINAL EXAM</b>		<b>FINAL EXAM Due Date: April 26, 2015</b>

### **ATTACHMENT B: ASSIGNMENTS IN DETAIL**

*Below are the guidelines and descriptions of assignments for this course.*

**Assignment # 1.1 is based on subject matter from Chapter 1 (WHAT IS STRATEGY AND THE STRATEGIC MANAGEMENT PROCESS?).**

**Assignment # 1.2 is based on subject matter from Chapter 1 (WHAT IS STRATEGY AND THE STRATEGIC MANAGEMENT PROCESS?).**

**Assignment # 2.1 is based on subject matter from Chapter 2 (EVALUATING A FIRM'S EXTERNAL ENVIRONMENT).**

**Assignment # 2.2 is based on subject matter from Chapter 3 (EVALUATING A FIRM'S INTERNAL CAPABILITIES).**

**Assignment # 3.1 is based on subject matter from Chapter 4 (COST LEADERSHIP).**

**Assignment # 3.2 is based on subject matter from Chapter 6 (VERTICAL INTEGRATION).**

**Assignment # 5.1 is based on subject matter from Chapter 7 (CORPORATE DIVERSIFICATION).**

**Assignment # 5.2 is based on subject matter from Chapter 8 (ORGANIZING TO IMPLEMENT CORPORATE DIVERSIFICATION).**

**Assignment # 6.1 is based on subject matter from Chapter 9 (STRATEGIC ALLIANCES).**

**Assignment # 6.2 is based on subject matter from Chapter 10 (MERGERS AND ACQUISITIONS).**

**Assignment # 7.1 is based on subject matter from Chapter 11 (INTERNATIONAL STRATEGIES).**

**Assignment # 7.2 is based on subject matter from Chapter 11 (INTERNATIONAL STRATEGIES).**

## ATTACHMENT C: COURSE REFERENCE LIST

*Below are other optional readings for further enrichment regarding course content. These are intended to provide other support or refreshment of topics relevant to the course that are or are not directly instructed upon during the course.*

1. **Strategic Management in Action, 6/E**  
Coulter  
©2013 | Prentice Hall | Published: 07/26/2012  
ISBN-10: 0132620677 | ISBN-13: 9780132620673
  
2. **Essentials of Strategic Management, 5/E**  
Hunger & Wheelen  
©2011 | Prentice Hall | Published: 07/19/2010  
ISBN-10: 0136006698 | ISBN-13: 9780136006695
  
3. **Strategy: A View from the Top, 4/E**  
De Kluyver & Pearce  
©2012 | Prentice Hall | Published: 12/30/2010  
ISBN-10: 0132145626 | ISBN-13: 9780132145626



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**FALL II 2015**  
**MBA 516 STRATEGIC MANAGEMENT & ORGANIZATIONAL LEADERSHIP**  
**ONLINE SYLLABUS**

**COURSE APPROVAL FORM**

<b>Professor Signature</b>	<u>Dr. Ebenezer Robinson</u> Name	<u>11/01/2015</u> Date
<b>Dean Signature</b>	<u>Dr. Michael Ross</u> Name	<u>11/01/2015</u> Date

