

**BA 400 AC Mini-Term ONLINE – INTERNATIONAL STRATEGIC ISSUES  
BIRMINGHAM-SOUTHERN COLLEGE – SPRING 2020**

**PROFESSOR:** Dr. J. L. “Bert” Morrow, Jr.  
**EMAIL:** [bmorrow@bsc.edu](mailto:bmorrow@bsc.edu)  
**OFFICE HOURS:** I will respond to email inquiries within 24 hours.  
**REQUIRED MATERIAL:** *Strategic Management: Competitiveness and Globalization, 12e.*  
Hitt, Ireland and Hoskisson. Cengage Learning.

***When taking exams, you must just a computer with a working camera.***

**DEPARTMENT VISION:** Birmingham-Southern College's Department of Business and Accounting will be built on the distinction of teaching organizational leadership and management in a traditional liberal arts setting. The Department will be dedicated to fostering a collaborative learning community that nurtures and develops students driven by entrepreneurial thinking, global and cultural awareness, and ethical practice.

**DEPARTMENT MISSION:** The Department of Business and Accounting integrates and applies knowledge gained from a liberal arts education to the practical realm of organizational life. The department provides an undergraduate education that is distinctive by its focus on innovations in the marketplace that is coupled with cultural awareness and ethical leadership. Graduates are prepared to become managers and leaders in a variety of organizational settings. The faculty are committed primarily to teaching and advising, and they engage in professional development and scholarship that enriches the dynamics of teaching and learning.

**DEPARTMENT LEARNING OUTCOMES:** BSC business and accounting students will be:  
creative problem solvers:

- Students will recognize an unmet need in the marketplace and assemble a strategy to fill that need.
- Students will analyze and synthesize the elements of a situation, formulate alternatives, and recommend an implementable course of action.

globally and culturally aware:

- Students will recognize differences in domestic and international values and cultures.

integrators of learning from multiple sources:

- Students will demonstrate a breadth of knowledge in the functional areas of business (management, marketing, accounting and finance).
- Students will integrate their knowledge of these functional areas with other academic areas within the liberal arts.

ethically and professionally responsible:

- Students will demonstrate an ethical foundation and practice professional responsibility.
- Students will construct convincing arguments in both oral and written form.

**STATEMENT OF POLICY ON PROFESSIONAL RESPONSIBILITY:** The faculty of the Department of Business and Accounting, both collectively and as individual professors, feel that students should be held accountable for developing the work habits and personal discipline which will be expected of them after graduation as professional members of the business and accounting communities. It is just as important that students reach satisfactory standards of written and oral communication skills as it is that they learn a satisfactory amount of accounting or management or marketing or finance. It is just as important that students learn integrity and professional responsibility as it is that they learn economics or statistics.

I respect Birmingham-Southern College's Honor Code Policy and trust that you do as well. This class will be governed by this policy and any suspected violations will be handled through the student judiciary. It is your responsibility to ensure that you are clear on what materials are appropriate for resources, how these resources

are documented and to what extent you may involve others on any assignments. If you have questions in this regard, seek guidance before making a mistake.

**COURSE OBJECTIVES, DESCRIPTION AND PREREQUISITES:** An organization may be defined as a collection of resources that are organized by a manager to accomplish a goal. Strategic management involves the formulation and implementation of strategies that enable the organization to achieve its goals. The objective of this course is to prepare you to become a “strategic manager” of an organization. As a strategic manager, you will be called on to analyze the organization’s external environment and identify potential opportunities and threats. Next, you will need to evaluate each of the functional areas within your organization (e.g. accounting, finance, management, marketing, etc.) to identify strengths and weaknesses. Finally, you will be expected to formulate and implement strategies that will use your organization’s strengths to exploit its opportunities while at the same time minimizing its weaknesses and avoiding its threats.

Thus, strategic management is different from many other courses you may have taken, where emphasis was placed on helping you to develop expertise about a specific aspect of an organization (e.g. finance, marketing, accounting, etc.). Instead of focusing on a particular functional area, this course provides you with different frameworks for problem-solving and decision-making that will require you to build on, integrate and apply the knowledge gained from these other courses in order to develop a top management perspective.

While there will be class lectures based on material in the textbook, this will largely be a discussion-based class. We will also utilize case analyses that will place you in the role of a consultant. Thus, we will discuss in class the “tools” the top manager can use to accomplish the goals of the organization, and then you will apply these tools through your participation in your case assignment.

*Prerequisites:* Accounting major.

**EVALUATION:** Your grade for this course will be determined as follows:

|                            |     |
|----------------------------|-----|
| Exams 1 - 3                | 60% |
| Final Exam                 | 25% |
| Other assignments          | 10% |
| Bonus (highest exam score) | 5%  |

|          |    |         |    |
|----------|----|---------|----|
| 93 – 100 | A  | 77 – 79 | C+ |
| 90 – 92  | A- | 73 – 76 | C  |
| 87 – 89  | B+ | 70 – 72 | C- |
| 83 – 86  | B  | 67 – 69 | D+ |
| 80 – 82  | B- | 60 – 66 | D  |
|          |    | < 60    | F  |

**ACADEMIC ACCOMMODATION:** I must have a letter on file for any student who is eligible for academic accommodation. ***It is the student’s responsibility to discuss your academic accommodation needs with me at least 72 hours before each exam. Any student who fails to comply will not be allowed accommodations.***

**Exams:** The exams will be entirely objective (multiple choice and true/false). The final exam will consist of 100 questions over the entire course. Late exams will not be accepted.

**OTHER ASSIGNMENTS:** I may periodically assign videos and articles from the popular press for you to read and prepare an assignment. You may also be tested on these assignments. Late assignments will not be accepted.

## TENTATIVE COURSE SCHEDULE

***NOTE: All times are Central Daylight Time. You are certainly free to work at a faster pace.***

***Unless otherwise instructed, all of your assignments should be typed, single-spaced and submitted to me as an email attachment that was saved as a Microsoft Word document.***

***Also unless otherwise instructed, you may consult any resource that you wish, including other people, when completing these assignments. Of course, you may not consult any resources at all when taking the exams.***

| DATE | TOPIC |
|------|-------|
|------|-------|

Week One

March 30

**Greed video assignment – due Tuesday by noon.**

Chapter 1: Strategic Management and Strategic Competitiveness

Chapter 2: The External Environment

**Bargaining Power assignment (one or two paragraphs only) – due Thursday by 6 a.m.**

**Nurses assignment – due Saturday by 6 a.m.**

Chapter 3: The Internal Organization

**Exam 1 must be completed by noon on Monday, April, 6.**

Week Two

April 6

Chapter 4: Business-level Strategy

**Wal-Mart video assignment – due Wednesday by 6 a.m.**

Chapter 6: Corporate-level Strategy

Chapter 7: Merger and Acquisition Strategies

**Warren Buffet video assignment – due Saturday by 6 a.m.**

**Exam 2 must be completed by noon on Monday, April 13.**

Week Three

April 13

Chapter 8: International Strategy

**Second Wal-Mart video assignment – due Tuesday by 6 p.m.**

Chapter 9: Cooperative Strategy

**Organic Food Stretches Supply Chain assignment – due Thursday by 6 p.m.**

Chapter 10: Corporate Governance

**Golden Flake assignment – due Saturday by 6 a.m.**

Chapter 11: Organizational Structure and Controls

**Exam 3 must be completed by noon on Monday, April 20.**

Week Four

April 20

**The final exam must be completed by midnight on Wednesday, April 22.**