

BA 400 – INTERNATIONAL STRATEGIC ISSUES
BIRMINGHAM-SOUTHERN COLLEGE – FALL 2020

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OFFICE HOURS: By appointment.
REQUIRED MATERIAL: *Strategic Management: Competitiveness and Globalization, 12e.*
Hitt, Ireland and Hoskisson. Cengage Learning.

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 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, 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 community. 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 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.

USE OF TECHNOLOGY IN THE CLASSROOM: Laptop computers or tablets may be used to take notes or actively participate in classroom activities. Any other use is considered inappropriate and will not be allowed. Further, any students who wish to use these devices during class must sit in the first two rows of the classroom.

The use of cell phones is prohibited for any reason. Put simply, you are expected to place your cell phone on silent before class begins and you should not touch it again until class is dismissed. If you must make or receive an urgent phone call or text message, you should excuse yourself from the classroom.

Any student who violates these policies will be asked to leave the classroom for the remainder of the period.

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: BA 320, BA 350 and BA 372.

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

Exam 1	20%
Exam 2	20%
Final Exam	25%
Quizzes and Casework	20%
Bonus (Highest exam score)	15%

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

ATTENDANCE AND CLASS PARTICIPATION: It is expected that you will be present and prepared for every class and willing to share you views during class discussion, both voluntarily and when called upon to do so. **To do this successfully, you must read and prepare the assigned material in advance.** You have an

obligation not only to learn the material, but also to assist in the teaching of your classmates. Thus, absences will adversely affect your class participation and the learning process.

ACADEMIC ACCOMMODATION: If you have completed the process to receive academic accommodations with the Office of Accessibility, I must have a letter on file that documents your academic accommodation needs. ***It is your responsibility to discuss your academic accommodation needs with me via email at least 48 hours before each exam and quiz. Any student who fails to comply will not be allowed accommodations.***

QUIZZES AND CASEWORK: An online quiz from each chapter will be due before the class that covers that chapter. I will also periodically assign casework. ***No late quizzes or casework will be accepted.*** It is possible that a certain number of quizzes and casework grades may be dropped when determining your quiz/casework grade. However, the number to be dropped, if any, will be determined at the end of the semester.

GROUPWORK: Most, if not all, of the casework assignments will be groupwork. ***However, it is the college's policy this fall that all group work must take place remotely.*** Each group may decide for itself how best to accomplish these assignments without meeting in person.

Working within a group in this course is a privilege, not a right. Each group member is expected to contribute fairly to the group's work. A group generally has at least three expectations for its members: attend group meetings; contribute to group discussions; complete assigned tasks in a satisfactory manner. If any member fails to fulfill his/her responsibilities within their group, that person may be denied continued team membership. If this occurs, this person will have to complete all group assignments on an individual basis. Based on feedback from group members, it is also possible that a group member may be assigned a reduced percentage of the group's grade.

TENTATIVE COURSE SCHEDULE

All times posted here or on Moodle are Central Time Zone.

NOTE: The due dates/times for the quizzes will be announced in class. You may also find these in the quiz tab on Moodle once they have been announced.

DATE	TOPIC
W Aug. 26 F Aug. 28	Introduction and Course Overview. Review of BA 320. Chapter 1: Strategic Management and Strategic Competitiveness
W Sept. 2 F Sept. 4	Chapter 1 continued. ONLINE: Greed Video Assignment
W Sept. 9 F Sept. 11	Chapter 2: The External Environment ONLINE: Casework
W Sept. 16 F Sept. 18	TBA TBA
W Sept. 23 F Sept. 25	Chapter 3: The Internal Organization ONLINE: Casework
W Sept. 30 F Oct. 2	Chapter 4: Business-level Strategy ONLINE: Casework
W Oct. 7 F Oct. 9	Review Exam 1 (Chapters 1 – 4)*
W Oct. 14 F Oct. 16	Chapter 6: Corporate-level Strategy Corporate Social Responsibility ONLINE: Casework
W Oct. 21 F Oct. 23	Chapter 7: Merger and Acquisition Strategies ONLINE: Casework
W Oct. 28 F Oct. 30	Chapter 9: Cooperative Strategy Special Topic: Vertical Integration ONLINE: Casework
W Nov. 4 F Nov. 6	Chapter 10: Corporate Governance ONLINE: Casework
W Nov. 11 F Nov. 13	Chapter 11: Organizational Structure and Controls ONLINE: Casework
W Nov. 18 F Nov. 20	Review Exam 2 (Chapters 6, 7, 9, 10 and 11)*
Final Exam	The final exam must be completed before noon on Friday, December 4.th

***Late exams will not be accepted.**