

**CENTRAL MICHIGAN UNIVERSITY**  
**MSA 603 SYLLABUS**  
**Fall II, 2020**

**All students must wear a face covering or mask and maintain social distancing while attending face-to-face classes. Face masks/coverings are required in all public spaces on campus. Please read this syllabus in full for further information.**

**IDENTIFYING INFORMATION**

**Course:** MSA 603 Strategic Planning and Analysis

**Term:** Fall II, 2020

**CRN:** 22385570

**Location:** Rowe 229

**Course Dates and Times:** Wednesdays -5:30-8:20 p.m.; 10/7/20 – 11/18/20

**Instructor:** Dr. Michael Dillon

**E-Mail Address:** [dillo1md@cmich.edu](mailto:dillo1md@cmich.edu)

**Phone Number:** Cell: 989-941-6330

**Office Hours:** For the Fall II 2020 semester my office hours are Mondays 4:30pm – 5:30pm, Tuesdays 8am – noon, and Wednesdays 4:30pm – 5:30pm. Additionally, I would be happy to set up other times to talk.

**Academic Biography:** Dr. Michael Dillon has been a fixed term faculty member, and now a Lecturer II, at Central Michigan University since January of 2016 for the Master of Science of Administration program, and has taught a variety of MSA classes. Prior to his current role, he has served as an adjunct faculty member at various universities. He has a work history in higher education and finance, has taken leadership roles in multiple non-profits, and has numerous academic publications and conference presentations. Research interests include collaborative action and power dynamics, adult learning theory, organizational learning, critical human resource and organizational development theory, leadership theory, action research methodology, hybrid and online learning, and qualitative research. Dr. Dillon holds an Ed.D. in Adult Education and Human Resource and Organizational Development from the University of Georgia, a Master of Arts in Organizational Leadership from Gonzaga University, a Dual Bachelors of Arts in Economics and Philosophy from the University of Pittsburgh, and recently completed a Project Management certificate at Central Michigan University. Dr. Dillon is originally from Pittsburgh, PA and currently resides in Midland, MI with his two teenage children and a Terrier named Foxy.

**Prerequisites:** None

**II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

**Required Texts:**

Hill, C.W.L., Schilling, M.A. & Jones, G.R. (2019) Strategic Management: Theory & Cases: An Integrated Approach (13th ed.). Boston, MA: Cengage Learning ISBN: 9780357033845

### III. COURSE DESCRIPTION

An examination of processes and approaches used by administrators to analyze internal and external environments to establish and accomplish long-term strategic organizational goals. This course may be offered in an online format.

### IV. COURSE GOALS AND OBJECTIVES

Upon successful completion of this course, the student will be able to:

1. Evaluate internal and external social, economic, political, and technological environments that affect organizations.
2. Incorporate strategic planning development, implementation, and evaluation systems into various organizational contexts.
3. Propose various strategic planning and administrative methods and strategies to successfully cope with the ambiguities, complexities, and implications of internal and external environmental factors on organizational functions.
4. Select and apply analytical models and decision-making methods to evaluate and solve administrative problems and enhance organizational performance.
5. Demonstrate an ability to incorporate into practice ethical principles leading to sound personal decisions and socially responsible organizational values and practices.
6. Construct, present, and defend analysis and decisions in both oral and written form.

### V. METHODOLOGY

In Hybrid course, it is vital that students (and the instructor) fully participate and engage. This means “bringing” your work/life/academic experiences to the classroom\*\* and Blackboard discussion board. Rich classroom dialogue is foundational to your success in the course. In order to have rich dialogue, read the material, contemplate the concepts and how they relate to your experiences and career goals, and fully engage. We will engage in classroom discussions, paper assignments, individual presentations, Blackboard discussion board, and regular reading of the textbook.

### VI. COURSE OUTLINE/ASSIGNMENTS

Week	Date(s)	Topic(s)	Reading(s)	Assignment(s) Due*	Podcast presentations	Class Meeting**
1	10/7 – 10/11	- Overview & Vision and Mission - External Analysis	- Chapters 1,2	Discussion Board		10/7

2	10/12 – 10/18	- Internal Analysis and Competitive Advantage  - Functional Strategy and Competitive Advantage	- Chapters 3,4	Discussion Board	Student name(s) to be added	10/14
3	10/19 – 10/25	- Business Level Strategy and The Industry Environment	- Chapters 5,6	Discussion Board  Case Study 1	Student name(s) to be added	10/21
4	10/26 – 11/1	- Strategy and Technology  - Strategy and The Global Environment	- Chapters 7,8	Discussion Board  Case Study 2	Student name(s) to be added	10/28
5	11/2 – 11/8	- Corporate Level Strategy	- Chapters 9,10	Discussion Board  Case Study 3  Submit your strategic planning paper idea	Student name(s) to be added	11/4
6	11/9 – 11/15	- Corp Governance, Social Resp, Ethics, Organization,	- Chapters 11,12	Discussion Board	Student name(s) to be added	11/11
7	11/16 – 11/18			Strategic Planning Paper  Presentations	Student name(s) to be added	11/18

\*Most assignments are due by Sunday 11:59pm EST of the week noted, except for week 7.

\*\***HyFlex:** In this HyFlex course, You may join the course in the classroom (Rowe Hall) as indicated on the syllabus, or via the live simultaneous WebEx broadcast that will take place on this link <https://cmich.webex.com/meet/dillo1md>. You will be given credit for participating either way. If you do decide to join via WebEx instead of the classroom, you are expected to be ready to participate via your camera, microphone and the Chat function. In larger classes, a spreadsheet dividing the student roster will be provided to ensure we do not exceed the maximum classroom size due to the coronavirus restrictions. More information will be provided approximately a week before class begins.

**Responsibilities and expectations regarding the coronavirus:** Face coverings, such as masks, and social distancing (6 feet apart) are required in all buildings and classrooms ([CMU's policy on face coverings](#)). Students who have forgotten their face coverings may obtain a disposable mask from one of the 40 vending areas on campus. Vending machine locations are available on the [Fired Up for Fall website](#). The evidence is clear that [face coverings are a crucial part of keeping coronavirus at bay](#) and [support the university's commitment to providing all members of its community with a safe, healthy, caring, and supportive environment](#). Masks should cover the entire nose and mouth, per guidelines from the Centers for Disease Control (<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/how-to-wear-cloth-face-coverings.html>). Students whose unique and individual circumstances require an alternative face covering, as indicated by a medical condition may request one. To request an alternative, students should [contact Student Disability Services \(SDS\)](#).

Refusing to wear a mask in any building or classroom without an accommodation letter from Student Disability Services is a violation of university regulations ([section 3.2.31 of the Student Code of Conduct](#)) and exposes the student to possible sanction for not adhering to university regulations. Refusing to maintain social distancing guidelines also violates the same university regulations. Students not adhering to the policy on face coverings or social distancing will be asked to leave the classroom and the building. In addition, faculty and/or staff may file a report with the Office of Student Conduct.

## VII CRITERIA FOR EVALUATION

### Evaluation:

Category	Points
Brief Podcast Presentation	25
Discussion Board (6x20)	120
Case Study 1	130
Case Study 2	130
Case Study 3	130
Strategic Planning Paper	270
Presentation	125
Engagement	70
<b>Total</b>	<b>1,000</b>

## Assignment Details:

### Brief Podcast Presentation:

Each student will be given a class meeting date to speak about a current event that you learned about in a podcast, which relates to some aspect of the course material. You should be prepared to talk about what you learned and how it connects with course concept(s) for 5 minutes and take questions from your classmates. PowerPoint is not required. Podcast ideas will be provided in Blackboard.

### Discussion Board:

There will be a discussion board prompt on weeks 1 through 6. You need to answer the discussion board post by Wednesday of the week and reply to at least 2 classmates by Sunday of the week. See Blackboard for more detail.

### Case Study 1:

For this case study paper, you may select a case from the back of the book (see the green pages labeled "C") that have a "yes" under the "Functional Strategy" column (see pages C-2 - C-3).

In these case study papers, you will:

1. Provide brief background of the case as described in the text (no more than one page).
2. Conduct a SWOT analysis with discussion.
3. Based on your SWOT, identify the strategies that you recommend to be implemented that will:  
a) exploit external opportunities, b) build on and protect company strengths, and c) eradicate weaknesses and d) counter threats. Be sure to include at least one functional level strategy.
4. Provided detailed recommendations regarding how to implement your strategies.

Your paper needs to be APA style, using APA section headings, 5 pages double spaced (plus cover and reference page), with at least two scholarly references.

### Case Study 2:

For this case study paper, you may select a case from the back of the book (see the green pages labeled "C") that have a "yes" under the "Business Level Strategy" column (see pages C-2 - C-3).

In these case study papers, you will:

1. Provide brief background of the case as described in the text (no more than one page).
2. Conduct a SWOT analysis with discussion.
3. Based on your SWOT, identify the strategies that you recommend to be implemented that will:  
a) exploit external opportunities, b) build on and protect company strengths, and c) eradicate weaknesses and d) counter threats. Be sure to include at least one business level strategy.
4. Provided detailed recommendations regarding how to implement your strategies.

Your paper needs to be APA style, using APA section headings, 5 pages double spaced (plus cover and reference page), with at least two scholarly references.

**Case Study 3:**

For this case study paper, you may select a case from the back of the book (see the green pages labeled "C") that have a "yes" under the "Corporate Strategy" column (see pages C-2 - C-3).

In these case study papers, you will:

1. Provide brief background of the case as described in the text (no more than one page).
2. Conduct a SWOT analysis with discussion.
3. Based on your SWOT, identify the strategies that you recommend to be implemented that will:  
a) exploit external opportunities, b) build on and protect company strengths, and c) eradicate weaknesses and d) counter threats. Be sure to include at least one corporate level strategy.
4. Provided detailed recommendations regarding how to implement your strategies.

Your paper needs to be APA style, using APA section headings, 5 pages double spaced (plus cover and reference page), with at least two scholarly references.

**Strategic Planning Paper:**

The company you use for this paper can be one of your choosing. Make sure you have access to their Vision/Mission statements. You will submit your idea in advance for approval.

1. Provide brief background of company including their vision/mission and current strategic initiatives if available.
2. Conduct a SWOT analysis with discussion.
3. Identify the strategies to: a) exploit external opportunities, b) build on and protect company strengths, and c) eradicate weaknesses and counter threats. Incorporate functional, business, corporate, and global strategy as applicable.
4. Include discussion of at least two of the following topics as it relates to your selected organization and strategy: Corporate Governance, Ethics, Control Systems
5. Provide detailed recommendations to implement your strategies.

Your paper needs to be APA style, using APA section headings, 9-10 pages double spaced (plus cover and reference page), with at least four scholarly references.

**Presentation:**

On the last night of class, you will present the details of your Strategic Planning Paper. Utilize a PPT or Prezi and present for 10-15 minutes. Be prepare for Q/A from classmates. Grade will be based upon quality of material and quality of presenting.

**Class Engagement:** Class Engagement grade will be based on his or her attendance\*\* and engagement as described below.

Class Engagement		
Engagement	Preparation (outside of class)	Participation (in class)
I am Fully Engaged	Exemplary Preparation	Animated Participation

	<p>I read carefully and research background information on the author/topic ahead of time.</p> <p>I research social, cultural, historic, economic, political connections to the text/topic.</p> <p>I consider the course's Essential Questions as I prepare.</p>	<p>I attend class and I speak daily.</p> <p>I try to advance the conversation by presenting evidence to support my ideas.</p> <p>I present related research, implications, or complexities in the text/situation/topic.</p>
I am Occasionally Engaged	<p>Novice Preparation</p> <p>I read assignments ahead of time.</p> <p>I do basic research to understand the material, but I do not go beyond the obvious.</p> <p>Sometimes I consider the course's Essential Questions as I prepare.</p>	<p>Occasional Participation</p> <p>I attend class daily.</p> <p>I speak occasionally—mainly when called upon by the professor.</p> <p>Sometimes I present general evidence to support my position.</p>
I'm not sure how to be engaged; I need some direction	<p>Inadequate preparation</p> <p>Sometimes I do the reading.</p> <p>I don't research to understand the material, nor do I go beyond the obvious.</p>	<p>Inadequate participation</p> <p>My attendance is inconsistent.</p> <p>I participate only when prompted.</p>
I am Disengaged	<p>No Preparation</p> <p>I neither read nor research before class.</p>	<p>No Participation</p> <p>My attendance is inconsistent.</p> <p>I do not speak in class.</p>
<p>Source: <a href="http://www.facultyfocus.com/articles/effective-teaching-strategies/participation-points-making-student-engagement-visible/?utm_campaign=Faculty%20Focus&amp;utm_content=50702409&amp;utm_medium=social&amp;utm_source=linkedin">Stephanie Almagno, PhD, http://www.facultyfocus.com/articles/effective-teaching-strategies/participation-points-making-student-engagement-visible/?utm_campaign=Faculty%20Focus&amp;utm_content=50702409&amp;utm_medium=social&amp;utm_source=linkedin</a></p>		

**Late Assignments:** 20% penalty for each day late. No work accepted after 11/18/20.

**Make-ups and Rewrites:** Not accepted

**Attendance Policy:** Students need to be present and engaged (either in the classroom or via the live WebEx for each class meeting\*\*), and to keep abreast of any announcements in Blackboard.

**Grading Scale:**

94% or above : A	,	87% - 89% : B+	,	77% - 79% : C+	,
90% - 93% : A-	,	84% - 86% : B	,	74% - 76% : C	,
		80% - 83% : B-	,	Below 74% : E	.

## General:

1. Academic Dishonesty: Written or other work which a student submits must be the product of his/her own efforts. Plagiarism, cheating, and other forms of academic dishonesty, including dishonesty involving computer technology are prohibited. Further information on Academic Dishonesty can be found in the current Bulletin.
2. ADA: CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disabilities Services at 989-774-3016 or by e-mail at [sds@cmich.edu](mailto:sds@cmich.edu) at least 4-6 weeks prior to the start of class. SDS is located in the Park Library, room 120. Students may find additional information and forms at [http://www.cmich.edu/Student\\_Disability\\_Services.htm](http://www.cmich.edu/Student_Disability_Services.htm).

**Student's Rights and Responsibilities:** <http://www.cmich.edu/policies-procedures/code-student-rights>

## **SELECTED BIBLIOGRAPHY**

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