



Course Syllabus

LMBA 565 OL – Strategic Organizational Leadership

3 Credit hours

I. COURSE DESCRIPTION

A Leadership Master of Business Administration capstone study of strategic leadership, with a view toward creating and implementing a sustainable competitive advantage across an array of organizations and industries. Globalized strategic theory and activity will be considered. Emphasizes the successful leadership and management of internal, and internal-to-external strategic alignment, vision creation and casting, creating and implementing strategic change initiatives, the strategic allocation and deployment of resources, and the creation and utilization of core competencies through bundling resources into capabilities that are aligned excellently with market demand and competitive consideration.

Prerequisites: none

II. ACADEMIC MISSION

Oral Roberts University's academic mission is to transform students by the power of the Holy Spirit into whole, competent servant-leaders through liberal arts and professional education that is fully Christian. Within a Spirit-filled healing community, administration, faculty, and staff love and serve students by helping them grow in knowledge, skills, wisdom, character, and spirit. Student transformation is measured through the evaluation of student expression of University learning outcomes as demonstrated through the following outcomes.

- 1 Spiritual Integrity
- 2 Personal Resilience
- 3 Intellectual Pursuit
- 4 Global Engagement
- 5 Bold Vision

The last page of this syllabus, "COURSE INVENTORY for ORU's Course Objectives," indicates how this course supports ORU's academic mission and ORU's whole-person approach to learning outcomes.

III. PROGRAM OUTCOMES

This course is offered by the ORU's College of Business graduate school. This course supports the program outcomes of the Masters in Business Administration in Leadership. The MBA-L has 6 program learning outcomes, listed below. By way of introduction, this course supports five of the six outcomes marked below in **bold text** and with an asterisk (*).

1. Core Business Knowledge *

Demonstrate in depth understanding of graduate level business knowledge and theory across the major business disciplines.

2. Ethical Leadership*

Demonstrate an application of ethical principles in a personalized and preferred leadership structure and style

3. Global Perspectives*

Demonstrate cultural sensitivity and respect for global perspectives and an ability to analyze market, economic, social and political trends in a global environment.

4. Ethical Business Information*

Demonstrate appropriate ability to ethically identify, access, evaluate, and apply business information in a business environment.

5. Oral Communication

Demonstrate competencies in verbal skills using the latest technology when appropriate.

6. Written Communication*

Demonstrate competencies in writing using the latest technology when appropriate.

IV. COURSE GOALS

1. This course is designed to help the student do the following:
 - a) Gain a broader understanding of the strategic management process.
 - b) Successfully integrate the functional areas of accounting, finance, management, and marketing.
 - c) Sharpen his or her business analysis skills.
2. In line with the purpose of this University, this course seeks to do the following:
 - a) Contribute to the education of the whole person.
 - b) Encourage each student to place faith in Jesus Christ at the center of his or her life.
 - c) Encourage the synthesis and integration of the common bond of knowledge provided by the University into a unified whole.
 - d) Sharpen the communication, computation, and critical analysis skills of each student.
 - e) Develop appreciation for differing cultures.
 - f) Increase the student's recognition of God's order, diversity, and creativity and their consequences in the social and historical sciences.
 - g) Demonstrate that knowledge and experience are related, not separated.
 - h) Reveal God's purpose and glory as evident in this course of study.
 - i) Assist the student's development of basic skills, acquiring of basic knowledge and formulation of a world vision.

- j) J. Advocate the examination of this field of knowledge in the context of its influence upon and its being influenced by others.

V. COURSE OBJECTIVES

After successfully completing this course, you should be able to:

1. Define, describe and discuss the process of strategy formulation and the development of sustainable competitive advantage.
2. Integrate and apply the concepts of strategic alignment, vision creation and casting, creating and implementing strategic change initiatives, the strategic allocation and deployment of resources, and the creation and utilization of core competencies.
3. Define the role of leadership and management in creating and executing a strategic plan.
4. Apply the strategic planning process, through use of case method analysis, to organizational (business, nonprofit, or public) situations.

VI. TEXTBOOK AND OTHER LEARNING RESOURCES

Before you purchase your required textbook(s), click on the ORU Bookstore link to verify whether digital texts are provided as part of your Follett ACCESS course fee. <http://www.bkstr.com/oralrobertsstore/home>

Required Materials

Textbooks:

David, F. R., David, F. R., and David, M. (2020). *Strategic Management Concepts and Cases: A Competitive Advantage Approach* (17th ed.). Boston: Pearson. [Print ISBN: 9780135199978; Digital ISBN: 9780135203736]

Hughes, R.L., Beatty, K.M., & Dinwoodie, D. (2014). *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success* (2nd ed.). San Francisco, CA: Jossey-Bass. [Print ISBN: 9781118567234; Digital ISBN: 9781118573136]

Lafley, A.G. & Martin, R. L. (2013). *Playing to Win: How Strategy Really Works*. Boston, MA: Harvard Business Review Press. [Print ISBN: 9781422187395; Digital ISBN: 9781422187401]

Other required materials

None

Optional Materials

Textbooks:

None

Other:

None

VII. POLICIES AND PROCEDURES

A. University Policies and Procedures

1. **Plagiarism:** The ORU Catalog explicitly addresses the issue of plagiarism. Make sure you know ORU's policy on plagiarism and what is considered plagiarism: <https://goo.gl/IG7F4D>
2. **Privacy:** By law, students are entitled to privacy regarding their records. The Family Educational Rights and Privacy Act of 1974 (FERPA), as amended and available in the [ORU University Catalog](#), sets forth requirements designed to protect the privacy of student education records. The law governs access to records maintained by educational institutions and the release of information from those records.
3. **Whole Person Assessment Requirements:**
 - a. Specify which, if any, Whole Person Assessment requirements there are for this course.
None for this course.

B. School and/or Department Policies and Procedures

1. **Participation:** Participation in each online class through discussion forums, assignments, and all other course activities count as your attendance in the course. Lack of participation can reduce a student's grade or deny credit for the course.
2. **Class Assignments**
 - a. Students need to have the appropriate textbooks, course materials, and other supplies as designated by the professor.
 - b. Professors may refuse to accept an assignment if it has inappropriate content, does not meet the assignment's criteria (e.g., not typed, incorrectly documented), is incomplete, is suspected of plagiarism, or is turned in too late.
3. **Late Work**
 - a. The student is responsible for obtaining class assignments and materials, and all work is expected to be completed as scheduled. The professor may not accept late work, or it may result in a lower grade. Computer or Internet malfunctions do not constitute an excuse for late work; students should have their work prepared in time to ensure that they can get it completed, edited, and proofread prior to the instructor's due date. These responsibilities assist the student in professional development.
 - b. Generally, assignments missed from a serious sickness or family crises can be made up and the instructor should be notified as soon as possible to reach an agreement on due dates and possible penalties. Each instructor has his or her own late-work policy. Instructors use their own judgment in accepting late work.
4. **Incompletes**

On rare occasions, the grade of "I" may be given for work that is incomplete at the time grades are given. It is given only after the instructor and the department chair or college dean approve a petition submitted by the student that his or her work is incomplete for good cause. Good cause typically consists of a catastrophic event in which the student is prevented from completing the course requirements. It is the responsibility of the student to initiate the petition through <http://petitions.oru.edu>, make up any incomplete work, and ask the instructor to submit a grade change to the registrar. If the work is not completed by the end of the subsequent session, the incomplete will automatically convert to an "F." For graduating seniors, the degree will be awarded in the term that the student completes his or her course work, not the final term of enrollment.
5. **Citations**

Textbook(s) and materials for the course are listed using standard [citation style](#) (APA, MLA, Chicago, Turabian, etc.). Since other styles may be used in disciplines other than the one used in this course or school, the [ORU Citing and Documenting Sources](#) pages offer a collection of styles students may choose from. This course asks that students be consistent in whatever style they use throughout the course.

C. Online Programs Policies and Procedures

1. **Communicating with your Instructor:** All email communication between students and faculty will be through their ORU.edu emails.
2. **Learning Community:** Online learning community is established through active participation in the threaded weekly discussions. The mutual exchange of ideas, information, and experiences is an essential part of the learning process, and students are encouraged to use the discussion forum as virtual classroom platform.
3. **ADA and Students with Disabilities:**
 - Click here (<http://www.brightspace.com/about/accessibility/>) to view Desire2Learn's "Accessibility Resources for Students with Disabilities."
 - Students requiring Disability Services from ORU, please click here: <https://goo.gl/QGoK4x>
 - Desire2Learn (D2L) Accessibility Guidelines and Checklist: <https://goo.gl/Ck4RwY>
 - D2L Accessibility Policy: <https://www.d2l.com/accessibility/>
4. **Useful Links for Online Students:**
 - [Student Learning Glossary](#)
 - Library: <http://library.oru.edu>.
 - D2L Helpdesk: d2lhelp@oru.edu
 - I.T. Student Helpdesk: studenthelpdesk@oru.edu
 - [Netiquette and Online Discussions](https://goo.gl/f744AY): <https://goo.gl/f744AY>
 - Contact the University: please [fill out this online form](#). Please first contact your instructor for assistance with any matter specific to the course.

D. Course Policies and Procedures

1. **Evaluation Procedures:** The final grade will be based on forum discussions, projects, and a final project. The weight of each item is included in the Course Calendar. Extra credit items are not offered in this course.

| Grade Weight | Category |
|--------------|-------------------|
| 48% | Forum Discussions |
| 20% | Minor Projects |
| 32% | Major Projects |
| 100% | |

2. **Evaluation Procedure:**
A=90-100% B=80-89% C=70-79%
D=60-69% F=59% and below.
3. **Other Policies and/or Procedures**
None

VIII. COURSE CALENDAR

The Course Calendar shows the specific learning activities and assessments for this course, along with their respective grade weights. Further descriptions for activities and assessments are in their respective weeks in D2L. When applicable, ¥ Indicates this is a Whole Person Assessment item. † indicates this is a faith integration item tracked by the program.

| Week 1 | What is Strategy? | Weight | Hours |
|---------|--|--------|-------|
| | View/Listen/Read | -- | 10 |
| | Forum 1: Why strategy? | 4% | |
| Week 2 | Mission and Vision | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 2: What makes a good mission statement? | 4% | |
| Week 3 | The Five Forces of Strategy | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 3: Analyzing the five forces | 4% | |
| Week 4 | Types of Strategies | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 4: Strategy is a choice, but whose choice? | 4% | |
| | Project 1: Minor Project 1 | 10% | |
| Week 5 | Mission, Vision, and Types of Strategies | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 5: When the mission is more than profit | 4% | |
| Week 6 | Looking Inside | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 6: Can you look too internally? | 4% | |
| Week 7 | Putting it into Practice | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Project 2: Major Project 1 | 15% | |
| Week 8 | Looking Outside | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 8: Art or Science? | 4% | |
| Week 9 | EPS/EBIT Analysis | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 9: EPS/EBIT Analysis | 4% | |
| | Project 4: Begin working on Major Project 2 (due week 13) | (17%) | |
| Week 10 | Strategy Evaluation | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 10: Balanced Score Card | 4% | |
| | Project 3: Minor Project 2 | 10% | |
| Week 11 | Ethics and Strategy | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 11: Chick-Fil-A | 4% | |
| | Project 4: Continue working on Major Project 2 (due week 13) | (17%) | |
| Week 12 | Strategy Issues across Cultures | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 12: You May Drive a LYNK Soon | 4% | |

| | | | |
|---------------------|---|---------------|--------------|
| | Project 4: Continue working on Major Project 2 (due week 13) | (17%) | |
| Week 13 | Putting it All Together | Weight | Hours |
| | View/Listen/Read | -- | 10 |
| | Forum 13: Putting it all together | 4% | |
| | Project 4: SUBMIT Major Project 2 | 17% | |
| Course Total | Total estimated hours based upon an average of 10 hours per week for 13 weeks | | 130 |

IX. COURSE INVENTORY

For ORU's Course Objectives

LMBA 565

This inventory indicates the extent to which this Course's Objectives contribute to the Outcomes of its primary Program, and aligned upward to one or more of ORU's University Outcomes (in grey below):

- **Significant Contribution** – Addresses the outcome directly and includes targeted assessment.
- **Moderate Contribution** – Addresses the outcome directly or indirectly and includes some assessment.
- **Minimal Contribution** – Addresses the outcome indirectly and includes little or no assessment.

| OUTCOMES | Significant | Moderate | Minimal |
|---|-------------|----------|---------|
| 1. Spiritual Integrity | | | |
| PO4. Ethical Business Information: Demonstrate appropriate ability to ethically identify, access, evaluate, and apply business information in a business environment. | | X | |
| | | | |
| 2. Personal Resilience | | | |
| | | | |
| 3. Intellectual Pursuit | | | |
| PO1. Core Business Knowledge: Demonstrate in depth understanding of graduate level business knowledge and theory across the major business disciplines. | | X | |
| <ul style="list-style-type: none"> • CO1. Define, describe and discuss the process of strategy formulation and the development of sustainable competitive advantage. | | X | |
| <ul style="list-style-type: none"> • CO4. Apply the strategic planning process, through use of case method analysis, to organizational (business, nonprofit, or public) situations. | | X | |
| PO6. Written Communication: Demonstrate competencies in writing using the latest technology when appropriate. | | X | |
| <ul style="list-style-type: none"> • CO3. Define the role of leadership and management in creating and executing a strategic plan. | | X | |
| | | | |
| 4. Global Engagement | | | |
| PO3. Global Perspectives: Demonstrate cultural sensitivity and respect for global perspectives and an ability to analyze market, economic, social and political trends in a global environment. | | X | |
| <ul style="list-style-type: none"> • CO2. Integrate and apply the concepts of strategic alignment, vision creation and casting, creating and implementing strategic change initiatives, the strategic allocation and deployment of resources, and the creation and utilization of core competencies. | | X | |
| | | | |
| 5. Bold Vision | | | |
| PO2. Ethical Leadership: Demonstrate an application of ethical principles in a personalized and preferred leadership structure and style. | | X | |
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This syllabus is subject to change without notice up until the first day of the semester.

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