Course Number: Management (MGMT 4710) Section 301    Spring 2010
Room: BB 264
Time: 1:00 – 2:25   T, Th

Course Title: Strategic Management

Instructor: Peter Wright
Phone Number: 678-2434
E-Mail: pwright@memphis.edu
Office Number: Room 318 Business Building
Office Hours: 2:25 – 3:30  T
1:00 – 2:30  F
Before class, after class, and by appointment

Course Prerequisites:
Management 3110 and senior standing in the College of Business.
Enrollment limited to graduating seniors.

Description of Course:
Advanced problems in the determination, execution and control of the strategic management process in light of the changing external environment.

The major goals of this course are:

1. To further develop one’s awareness of the impact of external environmental factors (domestic and global) on business strategy.

2. To enhance critical thinking and perspectives that are essential in becoming successful entrepreneurs or managers in established organizations.

3. To sharpen the capacity to analyze business problems on a broad company front.

4. To strengthen the ability to discern between the causes of business problems and the symptoms of the problems.

5. To expand skills in determining company-wide strategy.

6. To gain greater insight, imagination, and the ability to furnish leadership to the total organization.

7. To further expand the ability to report conclusions and recommendations effectively and efficiently.
**Open Exams:**

The exams may consist of case analyses, essays, objective questions and oral presentations. Exams will be given throughout the semester, unannounced. The reason exams are unannounced is because you must keep up with this class continuously in order to learn effectively. Those not attending class are responsible for obtaining all information conveyed in the classroom. In order to do this, please make sure you can contact other students in your group.

**Course Calendar (approximate):** We will sequentially discuss the following topic areas. Depending on how well we do on each topic, our forward progression may be slower in some areas but faster in other areas. This is why approximate dates are associated with the topics. All changes will be announced in class.

<table>
<thead>
<tr>
<th>Topics Covered</th>
<th>Approximate Dates</th>
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<tbody>
<tr>
<td>1. Introduction</td>
<td>Th, Jan. 14</td>
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<tr>
<td>2. Macroenvironment of business</td>
<td>T, Jan. 19 to T, Jan. 26</td>
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<td>3. Industry environment of business</td>
<td>Th, Jan. 28 to Th, Feb. 11</td>
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<td>4. Organizational mission and goals, social responsibility, ethics</td>
<td>T, Feb. 16 to Th, Feb. 18</td>
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<td>5. Corporate strategy formulation</td>
<td>T, Feb. 23 to T, March 16 (Includes Spring Break T, March 9 and Th, March 11)</td>
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<td>6. Business unit strategy formulation &amp; functional strategies</td>
<td>Th, March 18 to T, April 6</td>
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<td>7. Strategy implementation &amp; control</td>
<td>Th, April 8 to T, April 13</td>
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<td>8. Last day Sounding Board Written Projects</td>
<td>Th, April 15</td>
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<td>9. Group Exercise</td>
<td>T, April 20</td>
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<tr>
<td>10. All Written First and Second Projects Due, Oral Presentations of First Project By One Set of Groups.</td>
<td>Th, April 22</td>
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<td><strong>Please note due dates are strictly adhered to and refer to the day due, at the beginning of the class.</strong></td>
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<tr>
<td>11. Oral Presentations of First Project By the Remaining Set of Groups</td>
<td>T, April 27</td>
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Grade Options

A -- At least a 95 average on quizzes, tests, cases, first (individual or group) effort on one publicly traded company of your choice) and second (individual effort on a second publicly traded company of your choice) written projects, as well as oral presentation of the first project.

B -- At least a 90 average on quizzes, tests, and cases, and first written project as well as its oral presentation.

C -- At least an 85 average on quizzes, tests, cases and first written project as well as its oral presentation.

D -- At least a 75 average on quizzes, tests, cases, and first written project as well as its oral presentation.

F -- Less than 75 average

Grade Content

Class Participation (This is neither an online nor a correspondence class. Your on-time and physical attendance are essential).

<table>
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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Quizzes, Tests and cases</td>
<td>25%</td>
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<tr>
<td>Written project &amp; oral presentation (First company project written and orally presented by individual or group effort)</td>
<td>35%</td>
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<tr>
<td>Written second project (Second company project written by individual effort)</td>
<td>15%</td>
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100%

Note 1: On time class attendance is important as you will have participation opportunities, quizzes, tests, or case analyses during all class periods. You are expected to actively participate in our discussions.

Note 2: Anyone who wishes has the option of performing all course requirements on an individual basis.

Note 3: Your written company projects due toward the end of the semester are the culmination of what you have learned in this course. You should be working on your projects throughout the semester. What I expect from you on these projects is much more extensive than what I expect from you when you analyze cases during the semester. The reason is that you have less time to devote to cases during the semester as they are due in a relatively short period of time. For the projects due toward the end of the term you have the entire semester to devote to them. Each of these projects ordinarily consist of 40 to 60 typewritten (Font 12) pages, double-spaced (1 inch margins). Due dates are strictly adhered to so please do not ask for extensions of time. Written projects submitted later than due dates and at the beginning of the class period will not be accepted.
1. All of us are capable of achieving most of what we want out of life. But if we attempt to do “everything”, we will probably end up doing only a few things well. The rest of our undertakings will suffer. Consequently, we should choose fewer tasks to concentrate on so that we can do them well.

2. In order for us to succeed, we should realize that problems that are outside of class and work (when employed) should not be used as excuses as to why we are not able to make deadlines or do a good job in class or at work. All of us, at one time or another, have personal problems (sickness, family problems, love problems, death of loved ones, etc.) and other problems (lack of money, too much work, too little time, etc.). Those who succeed will accomplish the requirements of classes and employment, in spite of problems. Those who fail will view themselves as having the “right” to not go to class or work, or make deadlines, or do a good job because of personal and other problems outside of class or work. Such individuals have a tendency to think that only they have problems. All we have to do is to open our eyes to realize none of us have exclusive rights to various miseries. If we stop thinking of only ourselves, we realize that people with more severe problems than ourselves have transcended them and become successful. You show me a person without problems and I will show you a corpse.

3. All of us, in the final analysis, will be judged on the basis of our intentions, efforts and results. In most situations, the emphasis is put on results. For the purposes of this course, all the above three factors count, though results is still the number one goal. In this class, you “earn” a grade. I do not assign grades. The requirements of this class are rigid. If you do not have the time to attack the many requirements and deadlines in this course, you should drop it. Thinking or saying that you need to take this class for graduation, in spite of the fact that you do not have the time to devote to it, will only frustrate you. You will either get a low grade, or will ultimately drop the course.

4. Your attitude speaks of how much you care about a class or place of employment. Statements made by you as well as your actions to a degree express your attitude toward this class. Note the following points that should be avoided because they indicate a negative attitude toward this class:

   a. You do not come to class because of other problems such as studying for other tests, sickness, work, family problems, transportation problems, etc.
   b. You come to class, but have not prepared for the class.
   c. You come to class, but ask to be excused to leave the class early, because you have to report to a meeting or job interview, etc.
   d. You are concerned about your grade. But instead of putting more effort and time on the next project in order to improve your grade, you argue that you should have received a higher grade on the previous project, or that others should have received a lower grade.
   e. You ask for deadlines to be extended, or request that special arrangements be made for you, because of what you believe to be unique problems that you face.
   f. You believe that too much work is assigned to you and that because you have work obligations, family obligations, and other class assignments, that in this class you should be expected to do less work.