Course Syllabus
MGMT 4710 – Strategic Management – Capstone Course
Fall Semester 2015
Section 001: Mon., Wed., & Fri., 9:10 – 10:05 a.m., FCB 369
Section 002: Mon., Wed., & Fri., 10:20 – 11:15 a.m., FCB 369
Section 003: Mon. & Wed., 5:30 – 6:45 p.m., FCB 119

(Last updated: 8/24/2015)

Instructor: H. Kristl Davison, Ph.D.
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E-mail: kristl.davison@memphis.edu
Office: FCB E #244
Office Hours: 4:00 – 5:30 p.m. Monday & Wednesday, and by appointment

Course Overview:

This is a capstone course required of all senior business majors. The course is designed to build on and integrate concepts in various functional areas of business. The overall focus of this course is on strategic planning and execution -- the key ingredients of company success and the most reliable signs of good management. Strategic management addresses the decisions and actions that affect how an organization performs in the long run. In brief, strategic management addresses three questions critical to any organization: (1) Where are we now? (2) Where do we want to go? and (3) How are we going to get there? You will explore why effective strategic management leads to good business performance, learn the methods of crafting a well-conceived strategy and executing it competently, and apply the tools and concepts of strategic analysis. Topics that will be covered include environmental scanning, strategy formulation, strategy implementation, and evaluation and control.

Pre-Requisites/Co-Requisites:

Pre-requisites: MGMT 3110, 3510, and senior standing in The Fogelman College of Business and Economics. Enrollment limited to graduating seniors.

Required Texts (and Related Materials):

It is also required that students have access to at least one periodical that includes business news (e.g., *Bloomberg BusinessWeek, Fortune, Forbes, Wall Street Journal, etc.*).

**Course Objectives:**

1. To develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. To build your skills in conducting strategic analysis in a variety of industries and competitive situations using relevant strategic analysis tools and concepts.
3. To further your understanding of the challenges of competing in a global market.
4. To acquaint you with the managerial tasks associated with planning, implementing, and executing company strategies.
5. To integrate the knowledge in earlier core courses in the business school curriculum.
6. To heighten your awareness of why ethical principles and socially responsible management practices matter greatly in the conduct of a company's business.
7. To enhance your written and oral business communication skills.

**Fogelman College: Learning Outcomes for Your Degree**

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA program:

- [http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf](http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf)

**Grading and Evaluation Criteria:**

**Class Participation (50 pts.):**

In this class, we will complete various in-class exercises, which will be graded.

In addition, students will sign up for topics from the course (e.g., Ethics, Corporate Governance, Corporate Strategy, etc.), and will be required to find an article in the popular press (e.g, *Bloomberg BusinessWeek, Fortune, Forbes, Wall Street Journal, etc.*) from within the last year (i.e., 2014-2015) relevant to the topic. Students will be required to present a short summary of the article to the class, and explain how it applies to the course material for that topic. In addition, students will turn in a 1-page minimum (typed, double-spaced, 1 inch margins, 12 pt. font) summary of the article, along with a copy of the article, to the instructor on the day they present. Students must list the titles of their articles on eCourseware at least 1 week before their presentations, so that no two students present the same article.
Group Case Analysis Report & Presentation (250 pts.):

In order to facilitate application of the principles of strategic management to real situations, groups of students will conduct a comprehensive strategic analysis of a public firm. You may choose which company you will analyze, but you may not choose a company included in the cases in the text or one that we cover extensively in class. This is intended to be a “current” analysis, using the most recent information available to you. Students must get approval of their chosen company from the instructor no later than 9/30.

A case analysis report will provide the situation analysis of the company, evaluation of strategic alternatives, strategic recommendations, and implementation actions with justifications for those actions. The group case analysis report must be at least 12 full double-spaced pages with 1-inch margins and 10 or 12 point font (not including tables and appendices) and will be turned in by 12/2. Grades will be based on the quality of the analysis and the written report of that analysis. Specific guidelines for preparing the report will be posted.

Groups will also present their comprehensive case to the class during the last few weeks of the semester. The presentation will provide a summary of the situation analysis, strategic alternatives, strategic recommendations, and proposed implementation. The main focus of the presentation should be on the chosen recommendations and justification of the firm’s strategic choice. Presentations are scheduled for no more than 20 minutes, to be followed by approximately 10-15 minutes for questions and evaluation.

Note on Group Composition and Evaluation: By the third week of class, each student will be assigned to a group of approximately 4-6 individuals by the instructor. These groups will be intact throughout the semester, and will work on class activities, chapter presentations, and the comprehensive case together.

• Students will be assigned to teams by the instructor. Members of the same organization, fraternity, or sorority are NOT permitted in the same team, nor are family members, roommates, or members of the same varsity athletic program or function. It is your responsibility to notify me if this occurs on the date you are notified of your team assignment so that re-assignment can be done immediately.

• In this course, team members must evaluate every other member of their team using a rating form provided by the instructor. These ratings are due on two occasions: (1) after the case presentation, and (2) after the case analysis report is submitted. Ratings from these group member peer evaluations will be used to adjust the scores of your group members on group assignments. Thus, individual case analysis presentation grades and case analysis report grades will be partially determined by other group members, according to how much they believe an individual contributed to the group’s work. These peer evaluations have the potential to enhance the grades of those who contribute more, and can be very damaging to the grades of those who do not participate in full. If someone is not attending or performing, his/her course grade can be lowered by one or two letter grades by low peer evaluations.

• Attendance will be taken by teams, and turned in to the instructor. Please note that because we will be dedicating class time to working on the project, failure to attend can harm your team performance, and thus your team evaluations.
Exams (700 pts.):

The four exams may contain multiple choice, true-false, matching, fill-in-the-blank, short-answer questions, and/or case analyses. Exams will cover lectures and assigned readings, as well as class discussions and other materials. The first three exams are worth 150 pts. each and will cover only the topics addressed since the previous exam. The final exam is cumulative, and is worth 250 pts. Exams are closed-notes and closed-book.

Final Course Grades

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
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<tbody>
<tr>
<td>900-1000 Points</td>
<td>A</td>
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<tr>
<td>800-899 Points</td>
<td>B</td>
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<td>700-799 Points</td>
<td>C</td>
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<td>600-699 Points</td>
<td>D</td>
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<td>Under 600 Points</td>
<td>F</td>
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Course Topics and 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. All changes will be announced in class.

(syllabus continues on next page)
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignments / Activities</th>
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<tbody>
<tr>
<td>8/24</td>
<td>Basic Concepts of Strategic Management</td>
<td>Ch. 1</td>
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<td>8/31</td>
<td>Corporate Governance; Suggestions for Case Analysis</td>
<td>Ch. 2, 12</td>
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<td>9/7</td>
<td>Labor Day Holiday (Sept. 7)</td>
<td>Ch. 4</td>
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<td>9/14</td>
<td>Internal Scanning &amp; Organizational Analysis</td>
<td>Ch. 5</td>
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<td>9/21</td>
<td>Corporate Strategy</td>
<td>Ch. 7</td>
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<td>9/23</td>
<td>9/23 - Exam #1 (Ch. 1, 2, 4)</td>
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<td>9/28</td>
<td>Situation Analysis and Business Strategy</td>
<td>Ch. 6</td>
<td>Case Analysis Topics due (9/30)</td>
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<td>10/5</td>
<td>Functional Strategy and Strategic Choice</td>
<td>Ch. 8</td>
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<td>10/12</td>
<td>Fall Break (Oct. 12)</td>
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<td>10/14</td>
<td>10/14 – Exam #2 (Ch. 5-7)</td>
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<td>10/19</td>
<td>Organizing for Action</td>
<td>Ch. 9</td>
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<td>10/26</td>
<td>Staffing and Directing</td>
<td>Ch. 10</td>
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<td>11/2</td>
<td>Evaluation and Control</td>
<td>Ch. 11</td>
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<td>11/4</td>
<td>11/4 – Exam #3 (Ch.8-10)</td>
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<td>11/9</td>
<td>Group Presentations</td>
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<td>11/16</td>
<td>Group Presentations</td>
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<td>11/23</td>
<td>Ethics and Social Responsibility</td>
<td>Ch. 3</td>
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<td>11/23</td>
<td>Thanksgiving Break (Nov. 25-29)</td>
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<td>11/30</td>
<td>Ethics and Social Responsibility (cont.)</td>
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<td>Case Analysis Reports due (12/2)</td>
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<td><strong>Final Exam Week</strong></td>
<td><strong>Comprehensive Final Exam:</strong></td>
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<td>Sect. 001: Friday, December 4, 10:30 a.m. - 12:30 p.m.</td>
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<td>Sect. 002: Monday, December 7, 8:00 – 10:00 a.m.</td>
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<td>Sect. 003: Wednesday, December 9, 5:30 – 7:30 p.m.</td>
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Please note due dates are strictly adhered to and refer to the day due, at the beginning of the class.
Final Exam Schedule:
The final exam for this class will be scheduled according to the Registrar’s academic calendar website.

Course Policies:

Syllabus and Course Changes:
I reserve the right to make changes to the syllabus, course schedule, deadlines, and/or assignments any time, with reasonable prior notice to students.

E-mail:
All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account and it is your responsibility to check your U of M email regularly during the semester. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

I do not use eCourseware email. You must email me at kristl.davison@memphis.edu. I will not respond to emails sent through the eCourseware email system. I strongly recommend you email me from your U of M email rather than a personal email account. Email sent from students’ personal email addresses sometimes goes straight to my spam folder, so please be aware of this possibility.

eCourseware:
You are responsible for learning how to use eCourseware, for ensuring that you have access to a reliable computer and adequate Internet connection, and for addressing technical problems immediately.

Attendance:
Class attendance is mandatory. I understand that students occasionally must miss class due to legitimate work-related or personal reasons. If you miss a class, I trust you that it’s for a good reason (i.e., I do not need a written excuse or proof of why you missed). However, given that we will be doing exercises and group projects in class, missed classes can harm your grade as well as your comprehension of the material. On-time class attendance is important as you will have participation opportunities, exercises, tests, and group activities during class periods.

Adding / Dropping:
If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website.
Classroom Behavior and Communication:

Cellular phones, pagers, PDAs, Blackberries, iPhones, iPads, laptops (unless used for class exercises), etc. are to be turned off during class time, especially during exams. The presence of these detracts from your participation and others’ experience. Use of these devices during class time may harm your class grade.

Ensure that your communication with me and your classmates is professional and courteous at all times in this course, just as you would in a business setting. Likewise, you should expect professional and courteous communication from me.

You are expected to demonstrate good written skills in all writing in this class (i.e., written assignments, online discussions, and emails), using correct spelling, grammar, punctuation, and word usage. Poor writing is unacceptable and will be reflected in your grade.

Ask me questions if you are confused about course expectations and assignments, but make sure you first read everything carefully (e.g., syllabus, course handouts, assignment instructions, course website, textbook, etc.) before requesting clarification. After reading everything thoroughly, if you still need more information, don’t hesitate to contact me. If you are experiencing a problem in the course, I encourage you to notify me immediately rather than waiting until the semester is over.

Deadlines, Extra Credit, and Make-Up Work:

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary / Schedule” for all due dates for formally assessed work. A deadline extension will be considered only if all of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date. Otherwise, late work will not be accepted after the due date.

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus. I do not accept make-up work or negotiate extra assignments for students who are failing the class because they did not complete the work as assigned.

Exams & Quizzes:

Make-up exams and quizzes will be given only in the event of extreme, unavoidable, and documented emergencies. If you are late or miss an exam or quiz without a valid excuse, you will not be permitted to retake it.

All quizzes and exams are closed book, and students are expected to do their own work. Students will not be allowed to wear hats, caps, or visors during quizzes or exams. Backpacks, notes, etc. must be placed under your seat or in the front of the room. During exams, seating may be assigned by the instructor. Exam test booklets are turned in with the Scantron answer sheets.
Inclement Weather:

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText, an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather. Click Here for information on TigerText.

Academic Integrity:

The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity.

Student Services:

Please access the FCBE Student Services page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance