Course Syllabus
MGMT 7160 M50 - Global Strategic Management
Fall 2016
3 credit hours

Instructor: Associate Professor Frances Fabian
Phone1: 901-347-3574
Phone2: 662-778-2342
E-mail: ffabian@memphis.edu
Office: FCBE Office 211
Skype ID: frances.fabian4
LinkedIn: Frances Fabian
URL: http://umpeople.memphis.edu/ffabian
Office Hours: M W 3:30-5:30

Course Overview: Decisions and actions for the development and implementation of long-term plans that determine organizational performance; the role of top management decision making in establishing the firm's mission; focus on strategic analysis of alternative actions; evaluation of environmental conditions, industry characteristics, and organizational capabilities in determining strategy in a global context.

Pre-Requisites/Co-Requisites:

This is the capstone MBA course and must be taken in your last semester.

Required Text:


HERE is the etext link: (http://www.coursesmart.com/0136120946)

Internet reading/surfing will be assigned via the modules and will be updated weekly.
We also have the airline simulation. This is part of an overall philosophy about strategy -- a central skill to becoming a strategic management practitioner is the ability to make decisions under considerable ambiguity. The website is http://www.interpretive.com/. You should have received an email from the company.

**Location of Course Materials:**

Beyond the textbook, all of your required materials will be found here on the eleARN site in the content section. You are responsible for reading the weekly modules and keeping up with assignments.

**Course Description:** This course emphasizes the need to integrate the functional activities of the firm in planning corporate objectives and achieving operating results. Students will identify issues and problems of the firm as a whole, explore alternatives, and make decisions which recognize the interrelationships of the functional specialties within the total organization. This course is designed to present strategic management from the point of view of the practicing general manager. It focuses on specific knowledge and skills that are required to understand strategy and the process by which it is developed in business organizations, and provides information on the situation and context in which strategy is formed and implemented. While the course integrates knowledge and skills from previous core course work, you will be learning specific new information and new vocabulary for general management. Thus, students are expected to combine knowledge from previous courses with the material presented here to develop sophisticated interpretations and analyses of business problems and opportunities.

Moreover, because this is an online course, I expect you to become a savvy virtual environment user. Therefore, along with interacting in the eleARN environment, you will be getting acquainted with running your own blog, working with a group on a wiki site, and transferring your powerpoint project into a flash compatible presentation with audio. These latter tasks are all to be performed on the web OUTSIDE of eleARN. After you leave Memphis, you need to realize you can recreate this type of content at any public library (or if you have an ipad or tablet, any McDonald's or Starbucks, for that matter).

**Course Objectives:**

1. Development and reinforcement of a general management point of view—the capacity to view the firm from an overall perspective in the context of its environment.
2. Development of an understanding of fundamental concepts in strategic management: the role of the general manager; the levels and components of strategy; competitive analysis; the industrial organization perspective; the resource-based view of the firm; and organizational evolution.

3. Understanding of the influence of global competition on firm strategy and performance.

4. Detailed analysis and discussion of important social and ethical issues faced by managers.

5. Synthesis of the knowledge gained in previous courses and understanding what part of that knowledge is useful to general managers.

6. Development of an awareness of the impact of the economic, social, demographic, technological, and the political, legal and regulatory sectors of the firm’s external environmental on business and corporate strategy.

7. Practice in working out business strategies and implementation plans.

8. Development of habits for orderly, analytical thinking and skill in reporting conclusions effectively in both written and oral form.

9. Familiarity with some of the practical realities of running different types of businesses.

Fogelman College: Learning Outcomes for Your Degree

http://www.fcbeassessment.net/LearningOutcomes/MBADegreeLearningOutcomes.pdf

This Course and Your Career

Strategy can help you develop important skills for interviewing now, and executive management responsibilities over your career. The better you understand the problems that are faced by your own company and its senior executives, the better you will be able to act to solve those problems, and the further you will advance in your career. Specifically, the course will aid you in:

- **Strategic diagnosis** - with work on developing and practicing your ability to diagnose the relevant problems involved in good strategic management
- **Communication** - through class participation, discussion board participation, your group presentation, your written cases, and a web page you will have the opportunity to show that you can listen, persuade and otherwise communicate in the business domain as a professional.

- **Employing the appropriate terminology and frameworks** - by offering you the standard words, concepts, theories and methods that are commonly discussed in the business press and are expected from MBA graduates.

In strategy we aim to understand the overall picture - the course is integrative and aims to improve your understanding of central business issues such as

**Why do some businesses succeed and others fail?**

**What needs to be considered at the corporate level in determining what businesses to be in and how to manage them?**

**What tools do managers have to improve business and corporate performance?**

Technology and Software Requirements:

- The software requirements are Microsoft Office Word or Adobe Acrobat Reader and Microsoft PowerPoint. If you are using a different software, it will be your responsibility to make sure that you can change its format if I have any difficulties on my end converting or downloading your attachments/assignments.
- You will likely need a microphone for any recording (cost is around $15)

**Course Objective:** Strategic management trains students in the common terminology and heuristics for analyzing the environment and selecting different corporate and business strategies. This course will also expect students to incorporate considerable critical thinking skills to address the unique challenges of today's economic climate. The course emphasizes employing cross-functional knowledge to create an integrated assessment and solution to various business problems. Strategy requires the ability to effectively communicate, and leadership and honesty are assumed.

Students completing this course are expected to:

---Understand operational issues in managing a business or company in the industry and macro environment;
---Understand the importance of working in top management teams for the management of organizations;
---Make decisions and take positions on important strategic issues, with a recognition that while there are not "right and wrong" answers, there are "good and bad" answers;
---Provide a holistic and comprehensive analysis of a corporation in its current economic and strategic environment.
**Weekly Assignments**
Each week I will post the link for the Internet session for the following week. It will have a number of activities that will be part of the "strategy" experience. In general some mini-cases or current events will be integrated into the internet sessions. By class of each week you will need to contribute to a discussion board topic. The discussion board topic will be graded on a scale similar to the class participation scale.

<table>
<thead>
<tr>
<th>Weekly Assignments: Internet Activities, Discussion Boards, and Case Analyses (includes Team peer form)</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Web blog Page of Strategic Concepts</td>
<td>25%</td>
</tr>
<tr>
<td>Simulation</td>
<td>12.5%</td>
</tr>
<tr>
<td>Midterm</td>
<td>12.5%</td>
</tr>
<tr>
<td>Team Case Analysis Presentation</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Course Assignments and How They Are Evaluated**

**Weekly Assignments**
Each week I will post the link for the Internet session for the following week. It will have a number of activities that will be part of the "strategy" experience. In general some mini-cases or current events will be integrated into the internet sessions. By class of each week you will need to contribute to a discussion board topic. The discussion board topic will be graded on a scale similar to the class participation scale.

Discussion Boards (4 at 5 points each = 20 points)

Internet Activities (4 at 5 points each = 20 points)
Weekly Assignments
Each week I will post the link for the Internet session for the following week. It will have a number of activities that will be part of the "strategy" experience, specifically, it will be one of the following three activities (due by Sunday midnight):
Discussion Boards (4 at 5 points each = 20 points)
Internet Activities (4 at 5 points each = 20 points)
Case Analyses (2 at 20 points each = 40 points) see next…

Individual Case Analysis Write-Up (2 at 20 points each = 40 points)
During the course we will conduct two case analyses. You will be asked to turn in a brief related write-up for the case assignment. They will be graded closely for your understanding and clarity in problem identification/solution.

Why we use the case method. Cases are widely used for management courses nationwide, as well as in-house for corporate training. It is considered to be one of the most effective methods for learning this type of material. By tackling real business problems, you improve the "practical" skills of managing - also these kinds of problems are much more messy, complex and interesting than what you find in theory. By using this method, you are expected to be an active participant rather than a passive recipient of large amounts of disembodied information. It is also a painless way to get some vicarious experience under your belt in a short period of time. Because these are not textbook answer situations, you will be expected to bring both your personal judgment and analytical tools to bear.

Weekly Web blog Page of Strategic Concepts
You will turn in a blog address (by dropbox) that will be available for your own musings, but each week will monitor - due by Sunday midnight - and sum up the news on a company of your choice IN RELATION TO THE CHAPTER CONCEPT FOR THAT WEEK. I will be checking your blog progress every 2-3 weeks, and score
your progress around halfway through and at the end. You will have wide latitude for
this assignment - the idea is to follow a company in the blog format. Importantly,
you are to use a commercial, but free, blog hosting site. Further details on making a
blog page are available at How One Makes a Blog I will post the "class blog roll" list
so that you can learn how other students are seeing the concepts in relation to their
companies.

**Midterm Exam**
There will be one exam during the course that will cover information in the assigned
readings and internet assignments. The exam is comprised of 4 questions in essay
format. Questions will require that you draw on concepts and tools that have been
covered, mostly from the text book.

**Simulation**
The most important lesson in strategy is that you have to make decisions with the
information you have before you. You also have to learn to communicate/manage/organize the people you are expected to work with. You will be working with 2-3 other
people in a group on the Airline simulation. See the Content syllabus for decision dates.

**Simulation Review Paper**
This is an INDIVIDUAL assignment. It is only 2-3 pages, but I'd like you to think
back what strategies you used, and what you learned from working in the simulated
environment. Remember, one reason I push the simulation is because it drives home
what real management is like - there are no clear answers, you have to act and guess,
hope and try -- something different than many other courses. It is due the last day of
exam week, Dec 8, 2015.

**Team Case Analysis**
You have been assigned to teams of 6 people each. Teams will be responsible for
identifying an engaging strategic problem or issue in a major Fortune 500 company
and present their analysis and recommendations to the class in the last week via a
virtual presentation. The presentation should be approximately 45 minutes, as you will
also have to watch and evaluate the presentations of the other teams.

**Preparation.** In preparing this case, the group needs to review the course topics
and relate them to the company they are analyzing. You should be able to access the
on-line data bases available from the library as well as review the current trade
literature. You will probably want to consider related current issues, such as
technology developments, the current state of the economy, (in general as well as in
the target segment), and the nature of management at the company. You need to
identify key strategic events and issues, giving special attention to characterizing the
nature and pace of technological and competitive change. Graphs, charts, summary
statistics and diagrams that compress the data into readily comprehensible material are
especially suitable for these cases. Finally, you will present your analysis and recommendations for solving the current major problem or issue facing the company. As in the real world, you are responsible for being completely current. If late-breaking news affects your problem or recommendations, you need to incorporate it into your presentation. Each team member must participate in the formal presentation.

**Using a wiki site.** "Wikis" are interactive sites that you can privately manage. You can use sites like wikia or PBWorks, or a UMwiki. The idea is to understand this group productivity tool. I would like to see you all use these to practice this internet skill

**Presentation.** Your presentation should be in PowerPoint form, and presented using ANY SOFTWARE program, or combination of programs, that you would like. The key goal is that you will, in the end, have a website link that your classmates can access to watch your audio powerpoint presentation. The presentation should last about 45 minutes. You may incorporate video or any other material in your powerpoint to make your point. I want to hear from all the members of the team in these presentations. The access for your team presentation is due Friday Dec 2.

**Team peer form (5 points)**

I will be asking for a peer evaluation at the end of the semester. This evaluation will allow me to reconsider your grade if there is overwhelming evidence from your peers that you have been free-riding. The peer form is worth 5 points. It will be due by Dec 8.

**Final Project Review Form**

The main learning you will be getting from the presentation is the chance to take time out during finals week to watch four of the presentations on the different companies. The reason we do these team projects is that we want to bring what we have learned during the semester to bear on the challenges a company faces in today's environment. I have found that this has been a very efficient method for my own learning as well, and for keeping up with some detailed material on contemporary firms. You will be watching the videos for four of the other team projects, and write a brief essay for each firm according to the dropbox instruction. Then, you will need to turn in all of the final project review forms to the associated dropbox. This will be what you are doing FINALS WEEK, with your write up due the last day, Thursday Dec 8.

Quicklinks: Simulation Team Assignments, Powerpoint Case Teams, Class Blog List

Weeks are from Monday at 12:01 am to Sunday at 11:59 pm. Therefore an
assignment can be submitted anytime during that period. The course schedule is tentative and is subject to revision as necessary. Please contact me through the elearn email if you have any difficulties or questions. I would also appreciate feedback as to how I could improve the course if you have ideas. All changes will be announced on the course homepage newsfeed, discussion posting, Class Information & Questions area, and by email.

*Any student who anticipates physical or academic barriers based on the impact of a disability is encouraged to speak with me privately. Students with disabilities should also contact Disability Resources for Students (DRS) at 110 Wilder Tower, 901-678-2880. DRS coordinates access and accommodations for students with disabilities.*

<table>
<thead>
<tr>
<th>Date/Week</th>
<th>Chapters and Topics</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Aug 22 - Aug 28</td>
<td>Read Chapter 1 What is Strategy?</td>
<td><strong>Student Information upload Blog</strong> – turn in your address</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discussion Board introduction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Make sure you go to the Week 1 module page in content.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prepare for Simulation Practice</td>
</tr>
<tr>
<td>2 Aug 29 - Sept 4</td>
<td>Chapter 2 Firm Performance and Competitive Advantage</td>
<td>Internet Activity 1 – Entrepreneur's Story (turn address into dropbox)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Blog submission on Chapter 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Simulation Practice</td>
</tr>
<tr>
<td>3 Sept 5 - Sept 11</td>
<td>Read Chapter 3 Environmental Threats</td>
<td>Case analysis 1: Turn into dropbox a 3-5 page analysis.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Blog submission on Chapter 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Launch of official Simulation</td>
</tr>
<tr>
<td>Week</td>
<td>Dates</td>
<td>Assigned Reading</td>
</tr>
<tr>
<td>------</td>
<td>-------------</td>
<td>------------------</td>
</tr>
<tr>
<td>4</td>
<td>Sept 12 - Sept 18</td>
<td>Read Chapter 4 Evaluating Opportunities</td>
</tr>
<tr>
<td>5</td>
<td>Sept 19 - Sept 25</td>
<td>Read Chapter 5 Evaluating Firm Strengths &amp; Weaknesses: The Resource-Based View</td>
</tr>
<tr>
<td>6</td>
<td>Sept 26 - Oct 2</td>
<td>Read Chapter 6 Cost Leadership</td>
</tr>
<tr>
<td>7</td>
<td>Oct 3 - Oct 9</td>
<td>Read Chapter 7 Differentiation Strategies</td>
</tr>
<tr>
<td>8</td>
<td>Oct 10 - Oct 16</td>
<td>Read Chapter 8 Flexibility: Real Options Analysis Under Risk and Uncertainty</td>
</tr>
<tr>
<td>9</td>
<td>Oct 17 - Oct 23</td>
<td>Chapter 9 Tacit Collusion: Cooperation to Reduce Competition</td>
</tr>
<tr>
<td>----</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>10</td>
<td>Read Chapter 10</td>
<td>Read Chapter 11</td>
</tr>
<tr>
<td></td>
<td>Vertical Integration Strategies</td>
<td>Diversification Strategies</td>
</tr>
<tr>
<td></td>
<td>Internet Activity 4 – Interesting Blog (turn address into dropbox)</td>
<td>Case analysis 2: Turn into drop box a 3-5 page analysis.</td>
</tr>
<tr>
<td></td>
<td>Blog submission on Chapter 10 Simulation</td>
<td>Blog submission on Chapter 11 Simulation</td>
</tr>
<tr>
<td></td>
<td>Simulation</td>
<td>Simulation</td>
</tr>
<tr>
<td></td>
<td>Simulation</td>
<td>Simulation</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| Nov 21 - Nov 30 | **Read Chapter 15**  
**International Strategies**  
**SHORT WEEK** |
| Thanksgiving 23-27 | Working on team Powerpoints  
Team Presentations = FINAL due Friday December 2.  
Turn into your drop box, I will put a link up for class access for review.  
Review the other team presentations, and provide feedback on each team on the feedback form by End of Exams: Dec 8 midnight  
Turn in Peer Review by End of Exams: Dec 8 Midnight  
Turn in your simulation review paper. Dec 8 Midnight |
| Exams Dec 2 - 8 | **Final Project week**  
**Final papers** |