Course Syllabus
MGMT 4710-501 Strategic Management
Spring 2016
3 credit hours

-- Updated 1/19/16 --

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Skype ID: k.mollica
URL: memphis.edu/management/faculty/kmollica.php
Office Hours: Feel free to contact me for a phone or Skype 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. 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. 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 may also be asking yourself these same questions about your own career situation!)

As with all college-level courses, an additional goal is to continue improving important career skills: written and oral communication, teamwork, and critical thinking skills.

Pre-Requisites:
The pre-requisites for this class are MGMT 3110, MGMT 3510, and senior standing in the Fogelman College of Business & Economics.

Required Text:

-OR-

OR

eBook: Search for ISBN 9780077720599 on websites such as coursesmart.com, packbackbooks.com, or other websites where eBooks are available.

Any one of the above choices contains everything you need for the class. No special software or publisher access codes are needed.

Course Objectives:
By successfully completing this course, you will:
1. 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. build your skills in conducting strategic analysis in a variety of industries and competitive situations using relevant strategic analysis tools and concepts;
3. further your understanding of the challenges of competing in a global market;
4. become acquainted with the managerial tasks associated with planning, implementing, and executing company strategies;
5. integrate the knowledge gained in earlier core courses in the business school curriculum;
6. heighten your awareness of why ethical principles and socially responsible management practices matter greatly in the conduct of a company’s business; and
7. 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:
fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf

Course Methodology and eCourseware:
This is a hybrid course, consisting of in-class lectures and team work, and online quizzes and team discussions. The online portion of this course is the eCourseware website, accessed at https://elearn.memphis.edu/. You can run an online system check at https://elearn.memphis.edu/d2l/systemCheck to ensure that your browser is properly configured for eCourseware. If you encounter technical difficulties and need help with eCourseware, you should immediately contact the UM Help Desk at https://umhelpdesk.memphis.edu/ or (901) 678-8888. Very important: If you experience a technical glitch that prevents you from completing a quiz or submitting an assignment before the deadline, you must contact the Help Desk immediately. I will not take any action unless you forward me the Help Desk ticket. Do not contact me until you've contacted the Help Desk first, unless it appears that the problem is caused by instructor error rather than a technical glitch.

GRADING AND EVALUATION CRITERIA
Over the semester, you will have a variety of opportunities to earn points towards your final course grade. This section of the syllabus describes the assessed work you will be doing and how final grades will be computed. For each course requirement, I have clearly indicated if it is to be done online or in-class.
Quizzes (online):
The purpose of the quizzes is to assess your comprehension of the key course concepts as covered in the textbook. There will be online quizzes covering ten textbook chapters. Quizzes are available from Sunday 5:00 p.m. to Wednesday at 5:00 p.m.; you may take the quiz anytime during this 72-hour window. Quizzes are multiple-choice.

Case Analyses (online and in-class):
The purposes of the case analyses are to evaluate your ability to apply strategic management tools and concepts and to give you opportunities to improve your written, analytical, presentation, teamwork, and critical thinking skills. There are three components to the case analyses, as follows:

- **Team Case Discussions (participate online)** - You will discuss cases online with your team during the week prior to the case being covered in class. I will provide guidance on the specific points that are to be discussed online. You should first read the case and complete a short online “case quiz,” ensuring that you’ve read the case first. The case quizzes consist of a few multiple choice questions and are not included in your final grade, but you are blocked from participating in the team case discussion until you take the case quiz and achieve a 100% score after three attempts. You must post at least one meaningful discussion comment no later than Sunday night at 11:30 p.m. Following your initial posting on Sunday night, you should continue participating in the discussion, with at least two or three additional substantial postings.
- **Individual Written Case Summaries (submit online)** - For each of the assigned cases, you will submit a written summary to the Dropbox no later than 5 p.m. on the day the case is to be discussed in class. The summary should be approximately 300-500 words, double-spaced. I will provide guidance on the specific points that are to be included in the summary. Summaries will not be accepted after the Dropbox closes, and I will not accept a written summary from you if you did not actively participate in the online team discussion for that case.
- **Team Case Presentations (in-class)** - Although some class time will be devoted to a review of key chapter concepts, much of our time will be spent on in-depth analyses and discussions of cases. Your team will deliver an in-class presentation on five assigned cases. Time will be set aside each night in class for teams to work on presentations. It is critical that you arrive prepared to discuss the case and work in your team. **Note: Failure to participate in the online team discussion and/or failure to submit the individual written summary indicates that you are not prepared for the in-class team presentation, and you will NOT be allowed to work in your team in class and you will NOT receive credit for the in-class team case presentation.**

Final Case (submit online):
You will submit a comprehensive written analysis of a case. The purpose is to demonstrate your ability to apply tools and concepts you have learned in the course. You should consider this to be your “final exam” for the course. The suggested length of the case analysis is 1200-1500 words. Specific instructions will be provided prior to the due date. The paper must be submitted to the Dropbox by the deadline.

Summary of Graded Activities:
Points earned on the assessed activities will be distributed as follows:
Final Course Grades:
Final course grades are earned as follows:

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<thead>
<tr>
<th>Point Range</th>
<th>Final Grade</th>
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<tbody>
<tr>
<td>398 - 400</td>
<td>A+</td>
<td>306 - 317</td>
<td>C+</td>
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<td>370 - 397</td>
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<td>290 - 305</td>
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<tr>
<td>358 - 369</td>
<td>A-</td>
<td>278 – 289</td>
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<td>346 - 357</td>
<td>B+</td>
<td>266 – 277</td>
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<td>330 - 345</td>
<td>B</td>
<td>238 - 265</td>
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<tr>
<td>318 - 329</td>
<td>B-</td>
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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.

Class Attendance and Participation:
You are expected to attend every class, arriving on time and staying until the end of class. Do not ask me if you can “make up” a missed class – you can’t.

This course relies heavily on participation in teams. You are expected to participate actively in team assignments both online and in class. I do not tolerate "free riders." Do not use the excuse that you are "too busy" to do your fair share of work in your teams. News flash -- Everyone in your team is just as busy as you are! If there is evidence that you aren't pulling your weight on the team assignments, I will not hesitate to give you a lower grade than your team members.
E-mail:
I do not use eCourseware email. You must email me at kmollica@memphis.edu. I will not respond to emails sent through the eCourseware email system. You are required to maintain and access your University of Memphis email account (e.g., yourname@memphis.edu). 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. 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 go straight to my spam folder, so please be aware of this possibility.

Note the following email guidelines:
- You must email me at kmollica@memphis.edu. I do not use eCourseware email.
- Always include a subject line with specific concise topic and “MGMT 4710.”
- Please address me as Dr. Mollica or Professor Mollica. Use correct grammar, spelling, punctuation, and sentence format.
- Provide your full name in the close of the message.

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. I strongly urge you to take quizzes and submit assignments well in advance rather than waiting until the last minute. If you wait until the last minute and experience technical problems that prevent you from completing or submitting on time, this does not excuse you from meeting the deadline. If there is a system-wide technical problem or glitch that affects all students, I will extend deadlines if necessary.

Professional Behavior and Communication:
Ensure that your behavior in this class is professional and courteous at all times, just as you would behave in a business setting. Likewise, you should expect professional and courteous treatment from me.

I do not allow the use of cell phones during class. Turn your cell phone off or put it on silent and keep it out of sight during class. Laptops will be allowed when working in teams. 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. If you receive feedback from me that your writing is poor, the wrong reaction is to become offended and insulted. A more constructive reaction is to work on improvement.

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. Take responsibility for initiating a discussion with me if you have questions or concerns about your performance, grades, or other class-related issues. If you are experiencing a problem in the course, I encourage you to notify me immediately rather than waiting until the semester is over. I welcome criticism and feedback offered in a respectful and constructive manner, and so should you.

I am not perfect and I sometimes make mistakes in written information, instructions, and eCourseware settings. When this happens, let me know immediately. I am never offended when students point out
my mistakes – in fact, I may even reward you for doing so!

**Deadlines, Extra Credit, and Make-Up Work:**
All students are held to the same expectations in this class. You either do the work or you don’t. I do not accept late assignments or extend deadlines. I do not accept extra credit (unless it is offered to everyone in the class). I do not accept make-up work or negotiate “special deals” at the end of the semester for students who are failing the class because they performed poorly on the assignments or did not complete the work by the deadlines.

**Academic Integrity:**
I expect you to carefully review and adhere to the following policies and guidelines related to academic integrity:

- University’s Code of Student Rights and Responsibilities: [www.memphis.edu/studentconduct/pdfs/csrr.pdf](http://www.memphis.edu/studentconduct/pdfs/csrr.pdf)
- Fogelman College of Business & Economics Standards for Academic Integrity: [memphis.edu/fcbe/students/integrity.php](http://memphis.edu/fcbe/students/integrity.php)
- Information on plagiarism: [memphis.edu/fcbe/students/plagiarism.php](http://memphis.edu/fcbe/students/plagiarism.php)

I do not tolerate cheating or plagiarism, and I will accept no excuses for dishonest behavior. By taking this course, you agree that your written assignments may be submitted to Turnitin.com, or a similar electronic detection method for the purposes of detecting plagiarism. Plagiarism on any part of an assignment will result in a “0” on the entire assignment and may be reported to the University for further action. If you are working on an assignment and you sincerely do not want to plagiarize but you are uncertain how to avoid it, feel free to ask me for guidance. There is no penalty in asking for help prior to submitting an assignment. However, I will not accept any excuses for plagiarism after an assignment is submitted for grading, and you will not be offered a second chance to re-submit the assignment. “I didn’t know it was plagiarism” or “I didn’t intend to plagiarize” are not acceptable excuses. I evaluate plagiarism based on what you actually submit. Ignorance or lack of intention are not acceptable reasons for plagiarized work. If you are caught plagiarizing on an assignment, the grade on that assignment will be final and you will not be allowed a second chance to do the assignment.

**Student Services:**
Refer to [www.memphis.edu/fcbe/students/services.php](http://www.memphis.edu/fcbe/students/services.php) for information about:

- Students with disabilities
- Tutoring and other academic assistance
- Advising services for Fogelman students
- Technical assistance

You can find information about Student Services available at the Lambuth campus at this website: [http://www.memphis.edu/lambuth/studentservices/](http://www.memphis.edu/lambuth/studentservices/)
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<thead>
<tr>
<th>Date</th>
<th>Topics/Assignments</th>
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<tr>
<td>Jan 20</td>
<td>Class # 1</td>
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<td>Course Introduction</td>
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<tr>
<td>Jan 20-27</td>
<td>Online team discussion - Mystic Monk case</td>
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<tr>
<td>Jan 24-27</td>
<td>Quiz Chapters 1 and 2</td>
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<td>Jan 27</td>
<td>Class # 2</td>
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<td>Written summary &amp; team presentations - Mystic Monk case</td>
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<td>Jan 27-Feb 3</td>
<td>Online team discussion - Billcutterz.com Case</td>
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<td>Jan 31-Feb 3</td>
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<td>Feb 3-10</td>
<td>Online team discussion - Vera Bradley case</td>
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<td>Feb 7-10</td>
<td>Quiz Chapters 5 and 6</td>
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<td>Feb 10-17</td>
<td>Online team discussion - Sirius XM case</td>
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<td>Feb 14-17</td>
<td>Quiz Chapters 7 and 8</td>
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<td>Feb 17</td>
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<td>Feb 17-24</td>
<td>Online team discussion - PepsiCo case</td>
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<td>Feb 21-24</td>
<td>Quiz Chapters 9 and 10</td>
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<td>Feb 24</td>
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<td>Mar 2</td>
<td>Class # 7</td>
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