Course Syllabus
MGMT-4710-M51 – Strategic Management (ONLINE)
Spring 2016
3.0 Credit Hours
(Last updated: 1/5/2016)

Instructor: Tsvetomira V. Bilgili
E-mail: tvkaneva@memphis.edu
Office Hours: Skype – By Appointment

Course Overview

Some firms systematically perform better than other firms within the same industry. Our key premise in this class is that a large part of those performance variations are caused by the firm’s strategic choices as well as by the industry structure. This class will introduce students to an understanding of managerial decisions, strategic competitiveness and the way in which business strategy is formulated and implemented. We will explore different analytical models that allow us to identify and diagnose the strategic issues companies face in complex and competitive environments. We will also learn how to propose sound and realistic solutions to such problems based upon a solid understanding of the firm’s resources and capabilities.

Pre-requisites

This class requires senior standing in the Fogelman College of Business & Economics Pre-requisite courses for this class are MGMT 3110, MGMT 3510.

Required Texts (and Related Materials)

1. Required Textbook


2. Required Case

The required case will need to be obtained from the Harvard Business Publishing website: directions will be posted on eCourseware.
3. Other Readings

Instructions about accessing articles and other assigned readings will be posted on eCourseware.

Course Objectives

As the result of this course students should be able to analyze complex business situations, competitive contexts, and identify and address social and ethical concerns – all of which should lead to alternatives and decisions that are based on sound understanding and analyses.

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

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. Grades are based on your individual performance rather than effort, personality, potential, or need.
± Grading will be done as per University of Memphis rules. Ranges for grading scheme is provided below [See: http://www.memphis.edu/ugcatalog/acad_reg/standards.php]

Your course grade consists of several components, reflecting the aspects of this course. Final grades will be determined using the scale below.

**Final Course Grades**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>30 %</td>
<td>300 points</td>
</tr>
<tr>
<td>Discussions (12 discussions)</td>
<td>21 %</td>
<td>210 points</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>5 %</td>
<td>50 points</td>
</tr>
<tr>
<td>Group Assignments</td>
<td>20 %</td>
<td>200 points</td>
</tr>
<tr>
<td>Final Case Project</td>
<td>24 %</td>
<td>240 points</td>
</tr>
<tr>
<td><strong>Total Percentage</strong></td>
<td><strong>100 %</strong></td>
<td><strong>1000 points</strong></td>
</tr>
</tbody>
</table>

| 95 % and above                    | A +        | 74 - 77      |
| 91 – 94                           | A          | 70 - 73      |
| 88 - 90                           | A -        | 66 - 69      |
| 84 - 87                           | B +        | 62 - 65      |
| 81 - 83                           | B          | 58 - 61      |
| 78 - 80                           | B -        | Below 58%    |

**Evaluation Components**

1. **Quizzes (30% of final grade):** The purpose of the quizzes is to assess your understanding of the key course concepts as covered in the textbook. Quizzes will be open during a 5-day window, Wednesday through Sunday. Each quiz covers one chapter. The quizzes are timed and you will only be allowed one attempt at taking each quiz; you cannot save and return later.

2. **Discussions (21% of final grade):** Online participation is REQUIRED. There will be a total of 12 online discussions. The purpose of the discussions is to provide opportunities for you to interact with classmates and the instructor on topics relevant to the course. They will stay open one week, starting on Tuesday and closing on Sunday.

You will receive an overall score based on the quality (i.e., accuracy, clarity, brevity, professionalism, spelling/grammar/punctuation) and number of your responses during the semester.

Be sure to check the schedule carefully to keep up with when discussions open and close. Deadlines for discussions will not be extended for any reason, unless there are technical problems that affect the entire class.
(3) Group and Individual Assignments (25% of final grade)

a. Group Assignments (20% of final grade)
The purpose of the group assignments is to give you an opportunity to apply relevant knowledge of concepts to real business situations and to improve your written, analytical, critical thinking, and team-working skills. You will be assigned into groups. Each group will be responsible to prepare 1-2 pages analysis of the assigned short case.

**Submission:** The write-up should be typed, double-spaced using Times New Roman (12pt) font. Each group should submit the completed short case analysis via eCourseware by the assigned due date.

**Late assignment policy:** Late submissions of the case analyses up to 24 hours will be penalized. The grade penalty is 20% of the maximum assignment value (e.g., 40 points out of 200 possible). Case analyses will not be accepted more than 24 hours late.

b. Individual Assignment (5% of final grade)
The purpose of this assignment is to enhance learning by linking theoretical concepts to real-life events. This exercise will also show you the utility of strategic management tools.

Each student is assigned a chapter from the book (see the assignments and schedule below). You are free to choose any topic (i.e., concept, framework, or theory) pertaining to the assigned chapter. Your task is to identify a current news event and look for connections between the event and the chapter material. More details about the assignment and the schedule will be posted on eCourseware.

(4) Final Case Project: Teva Pharmaceuticals Industries, Ltd. (24% of final grade)
The purpose of the final case project is to evaluate your ability to conduct strategic analysis by using relevant strategic analysis tools and concepts. The case analysis will also provide you with an opportunity to integrate the knowledge gained in prior core courses in the business school curriculum and to enhance your written communication skills. Detailed instructions regarding the expected structure of the case analysis will be posted on eCourseware.

**Submission:** The write-up should be typed, double-spaced using Times New Roman (12pt) font. Each student should submit the completed write-up via eCourseware by the assigned due date.

**Late assignment policy:** Late submissions of the case analyses up to 24 hours will be penalized. The grade penalty is 20% of the maximum assignment value (e.g., 48 points out of 240). Case analyses will not be accepted more than 24 hours late.
Course Policies

E-mail

All students are required to maintain and access their University of Memphis (username@memphis.edu) email account. You will receive all official course correspondence at this email account. 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 tvkaneva@memphis.edu. I will not respond to emails sent through the eCourseware email system.

eCourseware

The hub for this course is eCourseware, provided by D2L (Desire to Learn). You will access the website at elearn.memphis.edu using your U of Memphis UUID and password. Please review the technology requirements as you are responsible to meet them so that you can complete the course requirements. There are specific periods of time when exams and Discussions are open and closed and deadlines for completion of these activities.

If you encounter technical difficulties and need technical support, you should contact the University Help Desk.

Attendance and Participation

This class is completely ONLINE. Everything will be done fully online and asynchronously, meaning that there are no scheduled meeting times, and formal attendance will not be taken.

You are expected to stay active and engaged throughout the academic term and keep up with the schedule of activities. Keep up with deadlines and announcements communicated by me via eCourseware and e-mail. Stay active and involved throughout the entire semester. Be sure to participate in the discussions, which will give you the opportunity to interact with your classmates on a weekly basis.

Professional Behavior and Communication

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. I expect you to read and abide by the Fogelman College of Business Netiquette Guide for Online Courses.

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, assignment instructions, textbook, etc.) before requesting clarification. After reading everything thoroughly, if you still need more information, do not 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.

**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 do not. I do not extend deadlines beyond the late assignment policies noted above in the syllabus. 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: [Fogelman College Standards for Academic Integrity](http://www.memphis.edu/drs/about/index.php) and information on [plagiarism](http://www.memphis.edu/drs/about/index.php).

I maintain a zero tolerance policy for any type of cheating or academic dishonesty, and I will not accept 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. Blatant plagiarism will result in a failing grade and may be reported to the University for further action.

**Student Disability**

Reasonable and appropriate accommodations will be provided to students with disabilities who present a memo from Disability Resources for Students (DRS). Any student who anticipates a physical or academic barrier based on the impact of a disability is encouraged to speak with the instructor 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. More information can be found at [http://www.memphis.edu/drs/about/index.php](http://www.memphis.edu/drs/about/index.php)

**Reporting Illness or Absence**

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit
assignments or to take quizzes. If an emergency should arise, it is the student's responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if both of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date.

**Changes to the Syllabus**

A syllabus is a tool to help you plan your time. While every effort is made to make it as complete as possible, there may be occasions when changes are required. I reserve the right to make changes to the syllabus, course schedule, deadlines, and/or assignments at any time, with reasonable prior notice to students. If changes are needed, you will be immediately notified via email and through posts on eCourseware.

**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

**Suggestions and Complaints:** Please contact me if you have any problems or complaints, which may be impeding your progress in the course. Feedback concerning the class/course is always appreciated and will be considered to improve the learning environment in this and subsequent semesters.

**Implied Consent:** By remaining enrolled in this class, you acknowledge that you have read this syllabus, understand its contents, and agree to the terms contained within it.
# Course Schedule

<table>
<thead>
<tr>
<th>Topic</th>
<th>Week</th>
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<tbody>
<tr>
<td>Strategic Management and Strategic</td>
<td>Week 1 (Jan 19&lt;sup&gt;th&lt;/sup&gt; – 24&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Competitiveness</td>
<td></td>
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<tr>
<td>The External Environment</td>
<td>Week 2 (Jan 25&lt;sup&gt;nd&lt;/sup&gt; – 31&lt;sup&gt;st&lt;/sup&gt;)</td>
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<tr>
<td>The Internal Organization</td>
<td>Week 3 (Feb 1&lt;sup&gt;st&lt;/sup&gt; – 7&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Business-Level Strategy</td>
<td>Week 4 (Feb 8&lt;sup&gt;th&lt;/sup&gt; – 14&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Competitive Rivalry</td>
<td>Week 5 (Feb 15&lt;sup&gt;th&lt;/sup&gt; – 21&lt;sup&gt;st&lt;/sup&gt;)</td>
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<tr>
<td>Corporate-Level Strategy</td>
<td>Week 6 (Feb 22&lt;sup&gt;nd&lt;/sup&gt; – 28&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Merger and Acquisition Strategies</td>
<td>Week 7 (Feb 29&lt;sup&gt;th&lt;/sup&gt; – Mar 6&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Spring Break</td>
<td>Week 8 (Mar 7&lt;sup&gt;th&lt;/sup&gt; – 13&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>International Strategy</td>
<td>Week 9 (Mar 14&lt;sup&gt;th&lt;/sup&gt; – 20&lt;sup&gt;th&lt;/sup&gt;)</td>
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<td>Cooperative Strategy</td>
<td>Week 10 (Mar 21&lt;sup&gt;st&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Corporate Governance</td>
<td>Week 11 (Mar 28&lt;sup&gt;th&lt;/sup&gt; – Apr 3&lt;sup&gt;rd&lt;/sup&gt;)</td>
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<tr>
<td>Organizational Structure and Controls</td>
<td>Week 12 (Apr 4&lt;sup&gt;th&lt;/sup&gt; – 10&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Strategic Leadership</td>
<td>Week 13 (Apr 11&lt;sup&gt;th&lt;/sup&gt; – 17&lt;sup&gt;th&lt;/sup&gt;)</td>
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<tr>
<td>Ethics and Corporate Social Responsibility</td>
<td>Week 14 (Apr 18&lt;sup&gt;th&lt;/sup&gt; – Apr 24&lt;sup&gt;th&lt;/sup&gt;)</td>
</tr>
<tr>
<td>Final Case Project Due: Teva Pharmaceuticals, Ltd.</td>
<td>Week 15 (Apr 27&lt;sup&gt;th&lt;/sup&gt;)</td>
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