Course Syllabus
MGMT 7160 M50 - Global Strategic Management
Summer 2017
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: Fridays 11-2

Office Hours: As this is a fully online class, the standard means for communicating with the instructor is via course email throughout the semester. However, phone calls can be scheduled on Tuesdays, Thursdays, and Fridays from 4:00-5:30PM (Central Time).

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. Your simulation material can be found at Interpretive Simulations.

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:
By successfully completing this course, students will be able to:
Develop and reinforce a general management point of view—the capacity to view the firm from an overall perspective in the context of its environment.

Develop 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.

Understand the influence of global competition on firm strategy and performance.

Analyze and discuss important social and ethical issues faced by managers.

Synthesize the knowledge gained in previous courses and understand what part of that knowledge is useful to general managers.

Develop 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.

Practice working out business strategies and implementation plans.

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

Become familiar with some of the practical realities of running a firm.

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 degree program.

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

Course Methodology

This is an online course and much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student's unique schedule and learning style. Everything will be done fully online and asynchronously (meaning the class will not meet at specific times).

Professor's Expectations of Students:

In general, you should assist the professor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all online assignments. You need to plan your time so that you turn your assignments in on time.

Student's Expectations of the Professor:

In my role as your professor, there are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days, and feedback on all work submitted within 7-14 calendar days.

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.

Grading and Evaluation Criteria

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed.

Final Course Grades

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94-100 Points</td>
<td>A</td>
</tr>
<tr>
<td>90-94</td>
<td>A-</td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
</tr>
<tr>
<td>80-83</td>
<td>B-</td>
</tr>
<tr>
<td>75-83 Points</td>
<td>C</td>
</tr>
<tr>
<td>65-74 Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 65 Points</td>
<td>F</td>
</tr>
</tbody>
</table>
Points earned on the assessed activities will be distributed as follows:

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

**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 (5 at 6 points each = 30 points)
- Internet Activities (4 at 5 points each = 20 points)
- Case Analyses (2 at 25 points each = 40 points)

**Individual Case Analysis Write-Up (2 at 25 points each = 50 points of the Weekly assignments)**

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 Weblog 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, May 4, 2017.

**Team Case Analysis**

You have been assigned to teams of 5-6 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 for your final exam week.

**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, at this point it is highly recommended, but not required.

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 Tuesday August 1.

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 May 4.

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 May 4.

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.

Schedule of Activities

For a complete semester schedule of readings, activities, and due dates for assignments, please refer to the “Semester Calendar” that can be found in the online course area under “Getting Started.” I have also put the Semester Calendar below.

Final Exam Schedule

The final exam for this class is in the form of turn-in assignments in the final week: the peer evaluations for the simulation and powerpoint teams, the 3-4 page paper on your simulation experience, and your evaluation of the 5 other powerpoint presentations.

Course Policies

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. 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. Please make sure you have your elearn email forwarding to your regular email account in case a classmate or I send an email through that platform.

Attendance:

Since this is an online class taught asynchronously, there are no scheduled meeting times. Thus, formal attendance will not be taken. However, you are expected to stay active and engaged throughout the academic term and keep up with the schedule of activities. Your full engagement in the class begins on the first day of the semester and should be maintained until the last assignment is submitted. For students receiving federal student loans, any lack of engagement in the course may be treated as non-attendance and potentially impact access to student loans in the future.

Adding / Dropping:

If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website (opens in new window).

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 (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity (opens in new window).

Participation:
To be successful in this course as a student, you must stay active and involved throughout the entire semester. Students are expected participate in all interactive aspects of the course. You should also regularly communicate with your teammates as part of your overall learning experience, check into the course frequently for announcements (especially on the course home page under news), and actively participate in threaded discussion events (both formal and informal). You should plan on logging into the course at least three times each week.

Classroom or Online Behavior:
All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in new window).

Late Assignments:
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. If your work is not submitted on time, I reserve the option to deduct up to 30% of the grade value for tardiness -- you will not be allowed to turn in late work without clear extenuating circumstances and appropriate communication between us to arrange for late credit.

Extra Credit:
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.

Reporting Illness or Absence:
Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. If an emergency should arise, it is the student's responsibility to contact the professor prior to the deadline to discuss the matter. 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.

Syllabus Changes:
The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

Student Services
Please access the FCBE Student Services (opens in new window) page for information about:

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

Course Schedule

<table>
<thead>
<tr>
<th>Date/Week</th>
<th>Chapters and Topics</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 May 30-Jun 4</td>
<td><strong>Read Chapter 1</strong> What is Strategy?</td>
<td><strong>Student Information upload</strong> Blog – turn in your address <strong>Discussion Board introduction</strong> Make sure you go to the Week 1 module page in content Meet/socialize with PPT team <strong>Prepare for Simulation Practice</strong></td>
</tr>
<tr>
<td>2</td>
<td>Chapter 2</td>
<td>Internet Activity 1 –</td>
</tr>
<tr>
<td>Jun 5 - Jun 11</td>
<td>Firm Performance and Competitive Advantage</td>
<td>Entrepreneur's Story (turn address into dropbox)</td>
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<tr>
<td>Jun 12 - Jun 18</td>
<td>Read Chapter 3 Environmental Threats</td>
<td>Case analysis 1: Turn into dropbox a 3-5 page analysis.</td>
</tr>
<tr>
<td>Jun 19 - Jun 25</td>
<td>Read Chapter 4 Evaluating Opportunities</td>
<td>Discussion Board 1</td>
</tr>
<tr>
<td>Jun 26 - Jul 2</td>
<td>Read Chapter 6 Cost Leadership</td>
<td>Discussion Board 2</td>
</tr>
<tr>
<td>Jul 3 - Jul 9</td>
<td>Read Chapter 8 Flexibility: Real Options Analysis Under Risk and Uncertainty</td>
<td>MIDTERM through Chapter 7 (Turn assignment into dropbox by Midnight, one minute after 11:59 on July 9)</td>
</tr>
<tr>
<td>Jul 10 - Jul 16</td>
<td>Chapter 9 Tacit Collusion: Cooperation to Reduce Competition</td>
<td>Internet Activity 3 – Interesting Product (turn address into dropbox)</td>
</tr>
<tr>
<td>Jul 17 - Jul 23</td>
<td>Read Chapter 10 Vertical Integration Strategies</td>
<td>Case analysis 2: Turn into drop box a 3-5 page analysis.</td>
</tr>
<tr>
<td>Jul 24 - Jul 30</td>
<td>Read Chapter 11 Diversification Strategies Read Chapter 12 Implementing Corporate Diversification</td>
<td>Internet Activity 4 – Interesting Blog (turn address into dropbox)</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td></td>
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<td>------------</td>
<td>----------------------------------------------------------------------------------</td>
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</tr>
</tbody>
</table>
| Jul 31-Aug 1 | **Read Chapter 13** Strategic Alliances  
**Read Chapter 14** Mergers and Acquisitions  
**Turning in team Powerpoints link**  
**Do not need to blog; only 2 days...** |
| Final week  | **Aug 2-4**  
**Watch other team powerpoints, write up brief summary/insight**  
**Turn in simulation strategy paper 3-5 pages** |