MGMT 4710-005
Course Syllabus
Strategic Management
Fall 2018 – 3 credit hours

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Office: FCBE 258
Office Hours: by appointment
Day T-TH
Time 2:40-4:05

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. Why do some organizations succeed and others fail? Throughout this semester, we will try to find answers to this question. Our primary goal will be to gain an understanding of strategies that are used to increase success and reduce the probability of failure for organizations. The perspective taken in this course is that of the senior level general manager who is responsible for the performance of the total organization. A principal concern of managers is the relationship between the organization, its strategy, and its environment. This course is about strategic thinking and the advantages that may accrue to organizations whose leaders think and act strategically in a programmatic and process oriented manner.
Pre-Requisites/Co-Requisites:

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

Required Texts (and Related Materials):

- Strategic Management: Concepts and Cases: Competitiveness and Globalization 12th edition by Michael Hitt, Duane Ireland and Robert Hoskisson. Beware: while you may purchase the older editions, the cases are different, so you will need to find a way to get the cases. Additionally, retailers sell the book with just the concepts, only the concepts and cases edition has the textbook and accompanying cases.

- The book is available in the UM bookstore. The book may be purchased online but again please make sure the textbook has the accompanied cases – some retailers sell the book without the cases.

- No special software or publisher access codes are needed. All other course materials can be found at eCourseware.

Location of Course Materials:

- Course materials (lectures, discussion topics, news, etc.) are located on the eCourseware website (opens in new window).

Course Objectives:

By successfully completing this course, students will be able to:

- Each student should be able to apply analytical thinking in a strategic manner to identify phenomena at the functional, business, and corporate levels of organizational forms.
- Each student should be able to think critically in recognizing how different strategies are derived from firm resources that fit together with the environment to achieve competitive advantages. Each student must understand how market and industry changes over time dictate strategic adaptation.
- Each student must identify specific tactics that firms use to overcome strategic challenges stemming from the market, environment, and competitors.
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:

BBA Program Outcomes (opens in new window)

Professor’s Expectations of Students:

In general, you should assist the instructor in creating a positive, supportive environment for learning by staying engaged in the course and actively participating in all discussions.

Student's Expectations of the Professor:

In my role as your instructor, 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 7-10 calendar days.

Ask me questions if you are confused about course expectations and assignments, but make sure you first read the syllabus and all instructions carefully. If you are experiencing a problem in the course, I encourage you to notify me immediately. I welcome criticism and feedback offered in a respectful and constructive manner.

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

Here are the components of the course that will determine your grade:

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<tr>
<th>Grades</th>
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<tbody>
<tr>
<td>Midterm</td>
<td>20%</td>
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<tr>
<td>Final</td>
<td>20%</td>
</tr>
<tr>
<td>Paper #1</td>
<td>10%</td>
</tr>
<tr>
<td>Paper #2</td>
<td>15%</td>
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<tr>
<td>Quizzes</td>
<td>5%</td>
</tr>
<tr>
<td>Team Project</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td>10%</td>
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Point Scale: > 90 = A, 80-89 = B, 70-79 = C, 60-69 = D, < 60 = F

Course Topics:

For all individual assignments, you may not collaborate with others in preparing the specific content of the assignment. Studying course concepts with other students in preparation for exams is fine, but the final result must represent your own work.
Individual Grades

Quizzes: You will take two short quizzes to help you prepare for the exams. You will have several day window in which to start the quiz and 24 hours to submit after starting. The quizzes will be open book, open notes, with a combination of multiple choice and essay-type questions and are administered through eCourseware.

Exams: You will demonstrate your grasp of issues covered in the course in a mid-term exam and a non-cumulative final exam. The exams will be open book, open notes, with a combination of multiple choice and essay-type questions.

The final exam for this class will be scheduled according to the Registrar’s academic calendar website (opens in new window).

In Class Discussion Prep Papers

Each student is required to submit two case prep papers.

- One key aspect of the class component to be noted here is that a prep paper is limited to three pages (double-spaced) at a maximum.

- The purpose of a prep paper is to enable a student to demonstrate ability to identify and prioritize key strategic issues for a company and offer reasonable recommendations that address those issues.

Prep paper # 1) Analyze a public company in terms of its external and internal features, its business strategy and its relation with stakeholders. The paper and presentation will be evaluated on the basis of:

(a) Coverage of topics studied, (b) Professionalism of the document, including the quality of your writing, neatness, spelling, and punctuation, and (c) Top scoring papers tend to discuss the implications of the key strategic lessons identified from the case.

Prep paper # 2) Create a Discussion: (This is open=creativity)

Ground rules (Pick your own topic from a newspaper article or articles):
Your written analysis of the case should be no more than 3 pages long (double-spaced) and will be evaluated on the basis of:

a) What’s going on and why is this important?

b) How it relates to one of the topic areas?

c) What can be learned from this, where do we go from here: what future areas/advice do you have for managers (2 to 3 topics)?

**Team Grades**

**Team Project Topic Overview: Creation of a New Venture**

- Teams comprising five students will be chosen by me during the second week of class. We will use a collaboration tool (communications->groups) within eCourseware to coordinate groups of five people.

- Create a strategic plan for a new venture: The group may choose any idea.

- The group must organize the plan to focus on the following subjects (project discussion and further details provided in class).

**Summary of New Venture**

- Overall description of the new venture

- How the venture exploits market voids and is a creation or opportunity

- Business level strategies

- Internal analysis of the new venture

- External analysis of the new venture

- Governance structure of the venture including description and analysis of CEO, TMT, and BOD
Analysis for Future Expansion

- Corporate level strategies
- Alliances
- M&As
- International strategy

**PowerPoint Slides:** Your team will submit a preliminary overview of your project in a 10-minute business style PowerPoint slides. You will only submit slides. The format of the presentation is up to you. The presentation will be graded on professionalism and how well you communicate the material.

**Executive Summary:** Your group will turn in a 5-page (double spaced) executive summary describing your company and all of its relevant strategic aspects. The summary may include a title heading such as venture description, alliances, external environment/five forces, internal analyses etc. and then use bullet points to highlight pertinent aspects of the strategy.

**Bonus**

**Team Leader:** Based upon favorable reviews from team members, the team leader will receive a ten-point bonus on the peer grading section of the assignment.

**Team Member Peer Evaluation:** While most groups have no trouble dividing and completing their work, problems occasionally arise with one or more individuals who are perceived to be coasting on the work of their peers. To help address this issue, students will submit a peer evaluation rating each of their other team members. The total score for each individual will be the average of all of his or her peer evaluations.

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<tr>
<th>Project Grades</th>
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<tbody>
<tr>
<td>Paper</td>
<td>50%</td>
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<tr>
<td>PowerPoint</td>
<td>50%</td>
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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.

Attendance:

Your class attendance begins on the first day of the semester and should be maintained until the last assignment is submitted. I am required to report lack of attendance to the university. For students receiving federal student loans, lack of activity in the course may be treated as non-attendance and can potentially impact student loan eligibility.

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 the instructor as part of your overall learning experience, check into the course frequently for announcements (usually on the course home page), 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, the instructor reserves the option to deduct up to 20% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

**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 and exams. 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 all of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date.

**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 (opens in new window), 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. Additional information on TigerText (opens in new window).

**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

**FCBE Academic Internship Credit:** In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit [http://www.memphis.edu/professional/internships/academic_credit.php](http://www.memphis.edu/professional/internships/academic_credit.php). Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.