MGMT 4710-001 – Strategic Management – 3 Credit Hours

MW 12:40 – 2:05 PM, FCBE 128

2019 Spring Semester
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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. Strategic management addresses the decisions and actions that affect how an organization performs in the long run. 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 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. Topics that will be covered include environmental scanning, strategy formulation, strategy implementation, and evaluation and control.

Pre-Requisites/Co-Requisites:

Pre-requisites: MGMT 3110, 3510, and senior standing in The Fogelman College of Business and Economics. Enrollment limited to graduating seniors.

Required Texts

eBook: ISBN: 9781259420474

Note, Connect online platform is NOT required for this course, thus, you may purchase a used book, eBook, or rental.
Recommended Reading


Location of Course Materials

eCourseware: All course content files and tests can be found in eCourseware by logging into this course at http://elearn.memphis.edu

Course Description and Learning Objectives

Course Description: “Advanced problems in determination, execution, and control of strategic process in light of changing environments in which organizations operate.”

Upon completion of this course, students are expected to be able to:

1. Develop a 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. develop skills in conducting strategic analysis in a variety of industries and competitive situations using relevant strategic analysis tools and concepts;
3. understanding the challenges of competing in a hypercompetitive global market;
4. understand the managerial tasks associated with planning, implementing, and executing company strategies;
5. integrate and synthesize knowledge gained in earlier core courses in the business school curriculum;
6. demonstrate why ethical principles and socially responsible management practices matter greatly in the conduct of a company’s business;
7. develop solutions to managerial issues; and
8. develop enhanced skills important in any career, including written communication, oral communication, teamwork, and critical thinking.

Course Topics

Environmental Factors
Sustainability
Strategic Management
Ethics and Social Responsibility
Organizational Structure
Staffing and Directing

Environmental Scanning and Industry Analysis
Corporate Governance and Business Policy
Formulating and Implementing Strategy
Evaluation and Control
Organizational Analysis
Competitive Advantage
Fogelman College: Learning Outcomes for Your Degree

The Fogelman College of Business and Economics has established the following learning goals for all students successfully completing the BBA degree:

- Graduates will be effective communicators;
- Graduates will demonstrate critical thinking skills;
- Graduates will be knowledgeable about ethical factors in the business environment;
- Graduates will be knowledgeable about the global business environment;
- Graduates will be proficient users of business presentation and analysis technology.

BBA Program Outcomes (opens in new window)

Course Methodology

Online Course Component: Part of this course will be conducted online and learning will be self-managed and self-paced. Mastery of assigned material will be determined primarily by student’s timely performance on required assignments including possible discussion board responses, team activities, research assignments, and online chapter tests and quizzes.

Classroom (Face-to-Face): This course meets face-to-face every Monday and Wednesday afternoon. In this course, students are expected to attend class for in-class team activities involving discussion, team presentations, and scenario activities related to concepts covered in weekly chapters. Instructor lectures, guest lecturers, student-lead or group-lead instruction, and multi-media clips may also be a part of course methodology.

Professor’s Expectations

In general, students should assist the instructor in creating a positive, supportive environment for learning by being engaged in the course and actively participating in all online or face-to-face discussions. Student responsibilities include:

- Logging into eCourseware at least three times a week for participation activities and obtaining weekly course NEWS updates;
- Keeping up with deadlines through the course schedule in eCourseware under Getting Started module and in course calendar system;
- Carefully reading the syllabus, assignments, and course content before asking the instructor for clarification;
- Promptly communicating with instructor for clarification on any course or personal matters;
- Utilizing University-provided email account for communication in this course rather than eCourseware email;
- Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University’s Writing Center in McWherter Library and completed well in advance of assignment due dates;
- Treating all members of the course professionally and with kindness and respect;
- Adhering to the University’s Code of Student Rights and Responsibilities found in Student Conduct Handbook (opens in new window) and the Fogelman College of Business & Economics Standards for Academic Integrity http://www.memphis.edu/fcbe/students/integrity.php
Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the Instructor.

Student's Expectations

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 and text messages within one business day unless otherwise notified, and timely feedback on all work. Additionally, it is my nature to treat all members of the course equally and with respect.

Email Guidelines

- Always include a subject line with specific concise topic and “MGMT 4710”
- Remember without facial expressions some comments may be taken the wrong way thus, be careful of your words and tone
- Use standard fonts
- Do not send large attachments without permission
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided
- Use proper and correct grammar, spelling, and sentence format
- Provide your full name in the close of the message!
- Students must use their UM email account

Technology and Software Requirements

- Please use Chrome or FireFox browsers for best experience for eCourseware and MindTap. Internet Explorer must NOT be used at all.
- The minimum hardware requirements for eCourseware compatibility can be found at UM Technical Requirements for online courses (Opens in new window)
- Students MUST have access to high speed Internet that is readily available.
- The software requirements are Microsoft Office Word, Adobe Acrobat Reader, and Microsoft PowerPoint. No other word processing software will be accepted. If you do not have MS Word, then you can use free software from Microsoft’s OneDrive, the University, or save your documents as a rich text file (rtf).
- Students are strongly encouraged to backup their electronic files using an 8MB or larger USB Flash Drive and a cloud storage website system, such as UMDrive, Dropbox, or Google Drive.

Technical Support

For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: UM Helpdesk (Opens in new window) or calling 901.678.8888.

List and Schedule of Formal Assessed Activities

Course assignments, activities, tests, and due dates are listed in the course schedule location of the Course Start module within eCourseware. Additionally, due dates will be listed on the left-hand side within eCourseware under Semester Calendar.
Grading and Evaluation Criteria

The final grade is determined by the number of points earned on 1) all required assignments, 2) quizzes, and 3) tests. The total points earned will be divided by the total points possible for a final percentage. Grades will be posted in eCourseware and a final grade posted in MyMemphis portal. NOTE: There is no guarantee that the Instructor will round-up total points at the end of the semester. For example, if a student has an 89.99 average, then the course grade will be a “B.”

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>90 - 100 Points</td>
<td>A</td>
</tr>
<tr>
<td>80 - 89.9% of Points</td>
<td>B</td>
</tr>
<tr>
<td>70 - 70.9% of Points</td>
<td>C</td>
</tr>
<tr>
<td>60 - 60.9% of Points</td>
<td>D</td>
</tr>
<tr>
<td>Under 60% of Points</td>
<td>F</td>
</tr>
</tbody>
</table>

Summary of Graded Activities
Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tests (3 @ 30 pts each), 16%</td>
<td>90</td>
</tr>
<tr>
<td>Optional Final to replace lowest Test</td>
<td>(30)</td>
</tr>
<tr>
<td>Assignments, 84%</td>
<td>460</td>
</tr>
<tr>
<td>Total, 100%</td>
<td>550</td>
</tr>
</tbody>
</table>

Company Strategic Analysis Project and Presentation

Students will be required to work in teams of four to five (depending on class size), and will apply principles of strategic management to real situations and will conduct a comprehensive analysis of a public firm. A list of appropriate company choices will be provided in eCourseware. Teams must choose different companies; no two teams will present the same company.

A case analysis report will provide the situation analysis of the company, evaluation of strategic alternatives, and strategic recommendations. The team case analysis report must be a minimum and not limited to 15 - 20 full double-spaced pages with 1-inch margins and 12-point font Arial (not including tables and appendices, or reference page, cover page). Grades will be based on the quality and depth of the analysis and the writing quality. Specific guidelines for preparing the research report will be posted.

Teams will also present their comprehensive case to the class during the last few weeks of the semester. The presentation will provide a summary of the situation analysis, strategic alternatives, and strategic recommendations. The main focus of the presentation should be on
the chosen recommendations and justification of the firm’s strategic choice. Presentations are scheduled for 25 - 28 minutes, which includes time for audience questions and evaluation.

The team collaboration will occur at the beginning of the semester to 1) choose the company in which to research, and 2) divide up each portion of company case analysis project to complete individually. Moreover, team collaboration will resume through the semester to collaborate and pull together the complete team project for both the report and later PowerPoint presentation that is due at the end of the semester. Additionally, a peer evaluation forms are required of all team members to evaluate both himself/herself, and other team members. All team members must participate in these assignments. Note that the Company Analysis Report and PowerPoint presentation grade may not be the same for every team member, depending on how the team members were evaluated on his/her participation.

Other Assignments

Students will also write a minimum of three-page individual Case Analysis report on selected Company Cases listed in eCourseware. Additionally, students will also research and write a Team Chapter Case Analysis and Lead a Team Discussion. Furthermore, a total of five homework quizzes in eCourseware will be opened throughout the semester and are open book/notes. Details of all assignments are in the eCourseware system.

APA Citations and Turnitin: Students are required to incorporate proper APA citation protocol for all research project assignments and the presentation slides. Note that failure to properly cite sources is a plagiarism violation and will result in a “0” without allowance to redo or edit the assignments. Additionally, the Turnitin feature will be used for proper paraphrasing of research products. Specific instructions on requirements for all assignments are located under the “Assignments” module in eCourseware. Also see Academic Integrity, Turnitin, and the APA website links within this syllabus.

Tests

Tests include three (3) eCourseware multiple-choice tests at 30 points each and timed for 50 minutes. Tests will cover textbook, slides, and other material posted in eCourseware. Test 1 (Chapters 1-4); Test 2 (Chapters 5-7); Test 3 (Chapters 8-10,12). The final comprehensive exam is optional and will replace a lower test grade if it is higher. Tests and final exams are located under Quizzes in eCourseware. Due dates are located in the Course Start module in eCourseware within the Course Schedule file. Please note that Tests and final exam are not open book, and use of any materials including instructor solution manuals, textbook test banks, instructor’s guides, textbooks, or Internet searches and answer-key websites (e.g., Quizlet) is a violation of the UM Academic Integrity Policy. Please plan accordingly.

Final Exam Schedule

The final exam for this class will be scheduled according to the Registrar’s academic calendar website (opens in new window).
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
Online Classes: Students should login to the eCourseware system at least three times a week. Attendance and participation in weekly course activities is necessary for course success! Assignments, discussion postings, quizzes, projects, possible team activities are a part of the normal course week so, students MUST spend time in eCourseware participating in these activities.

Course Absence
NO PROVISION IS MADE FOR MAKING UP ASSIGNMENTS OR QUIZZES except for University-approved reasons (University-sponsored trips, athletic events, or conferences) or for exceptional reasons approved by the Instructor. Those students who have extracurricular arrangements that will conflict with the course MUST make arrangements with the Instructor in advance before due dates of assignments and quizzes. Additionally, personal or work commitment conflicts are not excused absences. Official documentation is required as proof. Please contact your Instructor immediately should you have unexpected situations arise. Attendance reporting will be submitted to the University after the first two weeks of class.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to this page on the http://www.memphis.edu/registrar/students/selfserv/lookup-search.php

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).

Turnitin Statement
“Your written work [will be] submitted to [the Turnitin system in eCourseware], or a similar electronic detection method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com’s restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.” (University of Memphis, Office of Legal Counsel, October 17, 2005)
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, the course schedule (for due dates), and Assignments module for all formally assessed work details and instructions. Only one late assignment is allowed in this course without penalty, NOT including Tests, or the Homework quizzes. Any addition late assignment will receive a 25% deduction penalty per day, with the fourth day receiving a “0.”

Please do not ask for other late allowances. Only if an extenuating circumstance (e.g., your severe illness) exists, will an exception possibly be made, but immediate notification and documentation must be submitted to the Instructor and the Instructor will determine if situation is acceptable for consideration. NOTE: If you miss an assignment, especially the company analysis, you will not likely pass this course or be able to graduate. Please be sure to be committed in this course and be organized.

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. Please do not wait until the last day to submit assignments or to take quizzes and tests. Technical difficulties due to Internet interruptions, computer or software issues, or other technical situations will not be acceptable, unless it is a campus-wide issue and only then, will instructor make exceptions. If students are having computer or software issues, please check with the UM Help Desk for advice and help. Please plan ahead of time and due dates. 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 (2) Instructor contacted prior to the due date, and (3) appropriate documentation is provided.

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 Live Safe App (download here: http://www.memphis.edu/police/pdf/uofm-livesafe-overview-letter.pdf ) 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.

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.

Electronic Devices

_Laptops, electronic tablets, smartphones, and other Internet-ready electronic devices:_
The class will regularly participate in team activities and thus, students will benefit from the use of Internet-ready, electronic devices and are encouraged to utilize the devices in the course.

_Respectful Class Conduct for Campus Classes:_ When in-class research activities are not being conducted, students are to maintain proper respect for the Instructor and class members by refraining from surfing the Web, texting, listening to video or music, or participating in other disruptive and non-related class activities on the Internet. Additionally, electronic phone devices should be put in the “silent” mode during class time. Leaving the classroom to accept phone calls is also unacceptable. Moreover, any student found playing games, listening to music, or surfing the Web on the electronic devices will be asked to stop and will be asked to leave the classroom, if the conduct continues. See UM policy: http://saweb.memphis.edu/judicialaffairs/.

Minor Children

In order to protect minor children (under the age of 18), The University of Memphis has a policy Minor Children UM Policy (opens in new window) that states that no minor child will be allowed on campus in the workplace, in the classroom, or on campus in unsupervised circumstances. For possible childcare openings on the UM Campus, please check with The Child Development Center Evening Program for children 30 months through 12 years at 901.678.5059 for more information.

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
Resources, Education and Writing Assistance

APA format websites

- APA (opens in new window)
- Purdue University Style Help (opens in new window)
- or
- Docstyles (opens in new window)

Career Services

- UM Career Services (opens in new window)

Educational Support Program (ESP)

- provides academic counseling, contact information is
- ESP (opens in new window)

Professional Development Center Programs

- FCBE Professional Development Center (opens in new window)

The Business Learning Center

- Room 256, FCBE, provides tutoring in accounting, statistics, finance, management, and marketing.

Writing assistance

- Available in Patterson, Room 225 only. Contact number is 901.678.3912.

The Center for Writing and Communication (CWC):
- CWC (opens in new window), First Floor Ned R. McWherter Library

Tutoring

- General Tutoring (opens in new window)
- Writing and Online Tutoring (opens in new window)

University of Memphis plagiarism policy and helpful tutorials

- UM Policy on Plagiarism (opens in new window)
- FCBE Detail on Plagiarism (opens in new window)

Study efficiencies/time management

- Mitchell Hall, Room 207