Course Syllabus
MGMT 4710-005 - Strategic Management
Spring 2019, M/W 2:20-3:45, Room 369

Instructor: Dr. Kathy A. Tuberville, Management Department, Director, Avron B. Fogelman Professional Development Center

Phone1: 901-678-2222 (email is the best way to reach me please)
Phone2: 901-678-4740 (Professional Development Center)
E-mail: K.Tuberville@memphis.edu (Please do not email through e-Learn)
Office: FCB 315 Faculty Office, Alternate location, room 274, Professional Development Center
LinkedIn: Dr. Kathy Tuberville’s LinkedIn

Office Hours: Monday, 1:30 – 2:30; Tuesday, 1:30 – 2:30; all others by appointment

Course Overview:

The overall focus of this capstone 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?
(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, our secondary objective is to continue improving important career skills: written communication and critical thinking skills. This course can be an excellent opportunity for you to apply all that you have learned in your business curriculum. You will find interesting cases of organizations that you are very familiar with in your daily life as a consumer. As we go through the course, you’ll learn some of the “behind the scenes” stories of companies like Target, Wal-Mart, Google, and others.
Pre-Requisites/Co-Requisites:

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

Required Texts (and Related Materials):


For ordering information, this is the ISBN#: 978-1-259-54698-3, be sure to have your text when the course starts.

Location of Course Materials

*Students should acquire the text either through the UofM bookstores or Amazon, Half.com or other online sources before the course starts.*

All course materials (lectures, discussion topics, news, etc.) are located on the eCourseware website. Students should check the news page (home page of the course) frequently for course updates and information.

The minimum technology requirements can be found at the following address: U of M Technical Assistance Online. You are responsible for ensuring that you have access to the website and technology requirements so that you can complete the course requirements. It is critical that you have your computer ready to perform in accordance with the requirements of the course from DAY 1. As your capstone course, start the course strong and stay current with all assignments.

If you encounter technical difficulties and need technical support with eCourseware, you should contact the UM Help Desk at 901-678-888 or see contact information on eCourseware home page for a direct link.

Course Objectives

After completing the course, students will be able to:

1. Demonstrate an understanding of the importance of strategic planning and execution.
2. Demonstrate an ability to effectively write a strategic document based on key concepts in strategic planning, execution, and evaluation.
3. Develop well-conceived strategic solutions to business issues and opportunities in real-world organizations.
4. Identify the core concepts of effective strategic performance.
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.

- 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

The course follows the outline from our text. Each chapter will have a quiz so reading the material and reviewing the PowerPoint is essential. Discussion board, case study analysis assignments, and a final project will be used in the learning process of the course.

Professor’s Expectations of Students

I expect the following for this Course:

a) As a graduating senior, you will commit the necessary time to stay current in the course. By doing so, your potential for success is much higher. This step includes reading the syllabus and assignment requirements carefully, printing out the syllabus and the course schedule, and reviewing the course content found in the modules.
b) You will demonstrate critical thinking in the assignments.
c) You will positively participate in class activities.
d) You will use the course resources such as Sample Papers and the APA resource links to help you prepare your papers because this course is largely based on written assessments in papers and projects.
e) You will submit assignments on time—barring an emergency or illness, late papers are not accepted. If you have a valid emergency, please contact me individually.
f) You will review the electronic feedback provided for papers in Grademark so that you can enhance your papers throughout the course.
g) You will let me know what you do not understand AFTER you have thoroughly read the instructions for the assignments.
h) I expect that you review, edit, and proof your work prior to submitting.
Student's Expectations of the Professor

In my role as your instructor, there are certain things you can expect from me including: a well-organized and engaging learning experience, response to emails within 24 hours. ***If I have not responded to an email within 24 hours, please email me again at K.Tuberville@memphis.edu or call me at 678-4740.

I will and grade all assignments and will grade with fairness. I will also provide you with as much real-world experience in the course as possible to expand your learning.

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>Assigned Grade</th>
<th>Percentage Range</th>
<th>Assigned Grade</th>
<th>Percentage Range</th>
<th>Assigned Grade</th>
<th>Percentage Range</th>
<th>Assigned Grade</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>= 97-100 %</td>
<td>B+</td>
<td>= 87-89 %</td>
<td>C+</td>
<td>= 77-79 %</td>
<td>D+</td>
<td>=67-69%</td>
</tr>
<tr>
<td>A</td>
<td>= 93-96 %</td>
<td>B</td>
<td>= 83-86 %</td>
<td>C</td>
<td>= 73-76 %</td>
<td>D</td>
<td>=60-66%</td>
</tr>
<tr>
<td>A-</td>
<td>= 90-92 %</td>
<td>B-</td>
<td>= 80-82 %</td>
<td>C-</td>
<td>= 70-72 %</td>
<td>F</td>
<td>&lt;60%</td>
</tr>
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</table>

Your overall grade for the semester is based on how well you perform on a mixture of formal activities including discussions, quizzes and projects. A detailed description of each of the assessed activities can be found after the scoring summary table below.
Summary of Graded Activities

Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Total Points</th>
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<tbody>
<tr>
<td>Quizzes (10 quizzes @ 20 points each)</td>
<td>200</td>
</tr>
<tr>
<td>Case Analysis Assignment—2 @ 100 points</td>
<td>200</td>
</tr>
<tr>
<td>Discussion Boards 3 discussions @ 20 points each</td>
<td>60</td>
</tr>
<tr>
<td>Career Assignment</td>
<td>50</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td>Final Project – Written Team Paper and Presentation</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td><strong>760</strong></td>
</tr>
</tbody>
</table>

List of Formally Assessed Activities Quizzes

The purpose of the quizzes is to assess your comprehension of the key course concepts as covered in the textbook. The quizzes are available on eCourseware. Quizzes will be open during a 5-day window each week. Each quiz covers one chapter. The quizzes are timed and open-book. You must complete the quizzes in one sitting; you cannot save and return later. The quizzes are mostly multiple choice although other types of questions could be included.

The quizzes rotate so not everyone will have the same questions—these are individual and not group quizzes—do your own quizzes in compliance with the academic integrity policy.

**Suggestion: Read the chapter twice, then take the quiz.**

In addition, to help you prepare for evaluating the financial performance of companies in the written case analyses, there will also be an optional quiz on calculating key financial ratios from a company’s income statement—this quiz is one way to earn bonus points as well as assess your knowledge of financial performance factors as it relates to strategic management.

Written Case Analysis

The purpose of the case analysis assignments is to evaluate your analytical and critical thinking skills and your ability to apply strategic management tools and concepts you are learning in the course. **Specific instructions and guidelines on the individual case analysis will be available**
on the eCourseware website several weeks in advance of the due dates. Read the instructions carefully and follow the instructions precisely to achieve a strong grade.

One of the major reasons students make poor grades on assignments is failure to follow instructions. Your written case analysis will be graded based on (1) how thoroughly and accurately you addressed each of the required components of the analysis; (2) how effectively you applied the strategic management tools and concepts you are learning in the course; and (3) the extent to which your analysis is well-written, free of grammatical and spelling errors, and clearly organized.

The case analysis assignments are due to the Dropbox. The directions for the assignments will be posted in the Case Analysis section on eCourseware.

Discussion Board Assignments

You will participate in online discussions on various strategic management topics, with the purpose of interacting with classmates and the instructor. Discussions always open on a Monday and close the following Sunday evening (i.e., stay open in a one-week window). Your individual post is due by 11:59pm on Thursday and group responses are due by 11:59pm on Sunday.

You will access the discussion via eCourseware, read the discussion topic, and submit comments which will be available for your classmates and instructor to read. More specific instructions for discussions will be posted on the eCourseware website.

You will be in groups of 5-6 students and will respond to each of your group members as part of your assignment. The discussions are tied to your case assignments to help with the learning aspect of each case we review.

There will be a total of three discussions. Deadlines for discussions will not be extended for any reason.

Final Project

The purpose of the final project is to give you the opportunity to demonstrate, in a presentation format, that you understand and can apply the course concepts. This assignment will also give you an opportunity to refine your skills in developing a team presentation. You will be assigned a case to analyze and present in class. Detailed instructions will be provided in a separate handout posted under “Case Assignments”.

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”. The schedule of schedule of activities is also attached at the end of this syllabus.
Final Exam Schedule

The final exam is comprehensive, assessing your knowledge from the entire course. If you do well in the quizzes, the preparation for the quizzes will also help you with the final. As you read each chapter, makes notes of key concepts and points and this preparation will also assist you in the final. The final is scheduled for May 1st, 1:00pm to 3:00pm. If you have missed a maximum of 3 absences and have a 90% or higher in the course, you may be exempt from the comprehensive final.

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:

Attendance will be taken for each class. If you have a 90% in the course at the end of the semester and have a maximum of 3 absences during the course, you may be exempt from the final exam. Attendance will be taken each class period.

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 to 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 homepage), 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.

Put all deadlines on your calendar now! Expect to spend at least 3-5 hours a week in this course to be successful.

If you experience significant learning obstacles in this course, or have questions or concerns about your performance, grades, or other class-related issues, it is your responsibility to initiate a discussion with me in a timely manner. I want you to be successful in the course and if you do not understand something after you’ve reviewed the material, I’m happy to help you. ☺

Classroom 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.

You are expected to be respective in all discussion board assignments and use professional tone and communication in your posts. 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

I do not accept late work. Plan ahead with your dates and schedules now to be on time for your assignments. If you have a legitimate emergency, let me know as soon as the problem occurs, and I will work with you as needed for a true emergency. Waiting too late, not staying current with the course, not following directions, etc. are not emergencies.

If you wait until the last minute to complete a quiz or assignment, and experience technical problems that prevent you from completing or submitting it 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.

I also do not accept emailed assignments unless we have communicated about the need to do so.
**Extra Credit**

One extra credit option will be announced in class and posted in the course. Please review if you would like to participate. Other options may be offered during the last week of the course.

**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
Helpful Routines That Will Help You Learn and Succeed In The Course

Each Week: First, read the chapter assigned and take careful notes. Read the general text as well as the additional graphs, charts, and Concepts and Connections sections. You will do much better on the quizzes if you invest time in reading the content well.

Review the course PowerPoint after you read to be sure that you understand the concepts. This course is highly conceptual, and the chapters build upon one another—so don’t get behind or “skim” the reading. If you do, you will be sorry later.

Review your feedback on your written cases for ways that you can enhance your next assignment. I use “Turnitin.com” and will post feedback directly on your papers. To access my notes on your papers, go to the Dropbox and click on “Grademark.” Once you have Grademark open, click on the blue clouds and you’ll see notes directly on your papers. Often times you can enhance your grade by eliminating an incorrect format for your citations, writing errors, or content issues that might be totally fixable in future papers.

Review your quiz answers and try to understand what you missed. Go back and review the content in the text again so that you understand the content well for future application in the course.

Stay current with the work—if you do, you will give yourself a much higher chance of doing really well in the course.

Engage actively in the Discussion Board assignments! You will learn from each other so go into each assignment prepared by having the assignment and be ready to post senior-level responses in a professional tone and language.

Outside Class

We are hoping that you will graduate and be highly successful in your career. FCBE offers a number of professional development options through the Avron B. Fogelman Professional Development Center. Periodically I will post opportunities so that you are aware of the events and can take advantage.

In addition, I strongly encourage you to join a campus organization within your major area. In FCBE, we have a number of professional organizations that relate to each major. These are great for your resume and meeting other people.

Resume and interview coaching—I have posted packets that you can use to prepare a winning resume as well as prepare for upcoming interviews. We offer one-on-one coaching in these areas through the Avron B. Fogelman Professional Development Center.
If you are not a member of the Fogelman Internship Network (FIN)—you are missing opportunities for internships and early entry talent jobs. Contact Mr. Joel Nichols to learn more how you can set up an account in the FIN. He can be reached at Joel.Nichols@memphis.edu

I want you to be successful and will help you in any way. But.....you have to invest in yourself—make it a goal to become the best YOU that YOU can be!

Course Schedule on the following pages.
### MGMT 4710 – 005 Strategic Management
#### Spring 2019 Course Schedule

<table>
<thead>
<tr>
<th>DATE:</th>
<th>COURSE TOPICS / ASSIGNMENTS:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;Mon Jan 14&lt;br&gt;Wed Jan 16</td>
<td>Welcome to MGMT 4710, Read Chapter 1, Overview of class Review Chapter 1 and 2</td>
</tr>
<tr>
<td><strong>Week 2</strong>&lt;br&gt;Mon Jan 21&lt;br&gt;Wed Jan 23</td>
<td><strong>NO CLASS on Monday, January 21</strong> Review Chapter 1 and 2 Quiz Ch. 1 - Strategy Business Models and Competitive Advantage <strong>due Sun Jan 27</strong></td>
</tr>
<tr>
<td><strong>Week 3</strong>&lt;br&gt;Mon Jan 28&lt;br&gt;Wed Jan 30</td>
<td>Review Chapter 2 and Chapter 3 Quiz Ch. 2 - Charting a Company’s Direction: Vision, Mission, Objectives &amp; Strategy <strong>due Sun Feb 3</strong></td>
</tr>
<tr>
<td><strong>Week 4</strong>&lt;br&gt;Mon Feb 4&lt;br&gt;Wed Feb 6</td>
<td>Review Chapter 3, Read Chapter 4 <strong>Discussion 1 closes due Sunday Feb 10</strong> Quiz Ch. 3 - Evaluating a Company’s External Environment <strong>due Sun Feb 10</strong></td>
</tr>
<tr>
<td><strong>Week 5</strong>&lt;br&gt;Mon Feb 11&lt;br&gt;Wed Feb 13</td>
<td>Review Chapter 4, Read Chapter 5 Quiz Ch. 4 - Evaluating a Company’s Resources, Capabilities &amp; Competitiveness <strong>due Sun Feb 17</strong></td>
</tr>
<tr>
<td><strong>Week 6</strong>&lt;br&gt;Mon Feb 18&lt;br&gt;Wed Feb 20</td>
<td>Review Chapter 5, Read Chapter 6 <strong>Case Analysis 1 due Sun Feb 24</strong> Quiz Ch. 5 - The Five Generic Competitive Strategies <strong>due Sun Feb 24</strong></td>
</tr>
<tr>
<td><strong>Week 7</strong>&lt;br&gt;Mon Feb 25&lt;br&gt;Wed Feb 27</td>
<td>Review Chapter 6, Read Chapter 7 Quiz Ch. 6 - Strengthening a Company’s Competitive Position <strong>due Sun March 3</strong></td>
</tr>
<tr>
<td><strong>Week 8</strong>&lt;br&gt;Sun March 4&lt;br&gt;Sat March 10</td>
<td><em><strong>Spring Break</strong></em></td>
</tr>
<tr>
<td><strong>Week 9</strong>&lt;br&gt;Mon March 11&lt;br&gt;Wed March 13</td>
<td>Review Chapter 7, Read Chapter 8 Quiz Ch. 7 - Strategies for Competing in International Markets <strong>due Sun March 17</strong> <strong>Discussion #2 due Sunday, March 17</strong></td>
</tr>
<tr>
<td><strong>Week 10</strong>&lt;br&gt;Mon March 18&lt;br&gt;Wed March 20</td>
<td>Review Chapter 8, Read Chapter 9 Quiz Ch. 8 - Corporate Strategy Diversification &amp; the Multi-business Company <strong>due Sun March 24</strong> <strong>Case Analysis 2 due Sun March 31 11:59PM</strong></td>
</tr>
<tr>
<td><strong>Week 11</strong>&lt;br&gt;Mon March 25&lt;br&gt;Wed March 27</td>
<td>Case Analysis 2 due; Review Chapter 9, Read Chapter 10 Quiz Ch. 9 - Ethics, Corporate Social Responsibility, &amp; Environmental Sustainability <strong>due Sun March 31, Discussion #3 Due, Sunday March 31</strong></td>
</tr>
<tr>
<td><strong>Week 12</strong>&lt;br&gt;Mon April 1&lt;br&gt;Wed April 3</td>
<td>Review Chapter 10, Quiz Ch. 10 - Superior Strategy Execution: Another Path to Competitive Advantage <strong>due Sun April 7</strong></td>
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<tr>
<td>Week 13</td>
<td>Readings as assigned and posted in eCourseware</td>
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<tr>
<td>Mon April 8</td>
<td>Strategic issues in the workplace</td>
</tr>
<tr>
<td>Wed April 10</td>
<td><strong>Work on Final Project</strong></td>
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<table>
<thead>
<tr>
<th>Week 14</th>
<th>Work on Final Project</th>
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</thead>
<tbody>
<tr>
<td>Mon April 15</td>
<td>Wednesday, April 17, presentations to begin – Instructor to Announce</td>
</tr>
<tr>
<td>Wed April 17</td>
<td><strong>Work on Final Project</strong></td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Week 15</th>
<th>Final project this week, <strong>presentations will be presented in class on multiple days. Sign-up for presentations will be in class after spring break.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mon April 22</td>
<td></td>
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<tr>
<td>Wed April 24</td>
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**FINAL EXAM IS SCHEDULED FOR WEDNESDAY, MAY 1 FROM 1 – 3 PM PER THE REGISTRAR CALENDAR**

The timing of the schedule may change slightly based on guest speakers for the course. Changes will be announced in class.