Course Syllabus
Strategic Management 4710-502
Spring 2019
TTh, 9:40AM-11:05AM
Collierville

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Course Overview: Welcome to Strategic Management! This is a capstone course, required of all senior business majors, 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- they key ingredients of company success and the most reliable signs of good management. Strategic Management addresses decisions and actions that affect how an organization performs in the long run. In brief, SM addresses three questions critical to any organization: (1) Where are we now? Position/Model (2) Where do we want to go? And (3) How do we get there? Topics that will be covered include environmental scanning, strategy formulation, strategy implementation, evaluation, and control. Strategic Management will be examined at the Corporate Level, Business Unit Level and Functional Levels.

Pre-Requisites: MGMT 3110, 3510, and a senior in good standing in the Fogelman College of Business and Economics. Enrollment limited to graduating seniors.

Objectives. Upon completion of this course, the student is expected:

1. To develop your capacity to think strategically about a company, it's present business position, it's long term direction, it's resources/competitive capabilities, caliber of strategies and it's opportunities for gaining a sustainable competitive advantage.

2. To build your skills in conducting strategic analysis in a variety of industries and competitive situations using relevant strategic analysis tools and concepts.

3. To further your understanding of the challenges of competing in a global and digital market.

4. To acquaint you with the managerial tasks associated with planning, implementing, and executing company strategies.

5. To integrate the knowledge in earlier core courses in the business school curriculum.

6. To heighten your awareness of why ethical principles and socially responsible or Corporate Responsibility management practices matter greatly in the conduct of a company's business.

7. To enhance the student’s written, oral, and presentation communication skills.
<table>
<thead>
<tr>
<th>Grade Components</th>
<th>Percentage of Grade</th>
<th>Grading Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance-Participation</td>
<td>20%</td>
<td>90-100=A</td>
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<td>80-89=B</td>
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<tr>
<td>Case Analysis, Projects, Assignments, Presentations (Individual or Group)</td>
<td>30%</td>
<td>70-79=C</td>
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<td>60-69=D</td>
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<td></td>
<td>Below 60=F</td>
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<tr>
<td>Exams (Mid-Term, Final)</td>
<td>50%</td>
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**Fogelman College: Learning Outcome for your BBA Degree**

Graduates will be:

- Effective Communicators
- Critical Thinkers
- Knowledgeable of ethical factors in a business environment
- Knowledgeable of the global business environment
- Proficient users of business presentation and analysis technology

**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 internship and have their internship approved by a departmental internship faculty. For requirements visit: [www.memphis.edu/professional/internships/academiccredit.php](http://www.memphis.edu/professional/internships/academiccredit.php). Allow at least 2 weeks for internship application to be reviewed by Internship Network.

**Assignments:** Access to information to complete each assignment along with grading sheets that list requirements will be provided as needed. Due dates are listed on the class schedule. All assignments must be **keyed**. Assignments with a "rewrite" option will be identified.

**NOTE:** Review/familiarize yourself with the Homework Guide located on the umdrive for this class. Any assignment evaluation criterion excessively violated will result in a 25 percent reduction of points from the total points possible. Assignments must be submitted in class, on the date due, during the class period, and at the time the instructor makes the request. DO NOT put assignments under the door or mailbox. There are NO provisions for make-up work. Credit will not be given for assignments with technology malfunction issues or for incomplete, incorrect, or plagiarized assignments. You may submit assignments early (prior approval required) through appropriate communication mediums. Early assignments or those submitted outside of class **MUST** be received by the professor before the scheduled class time.

Assignments/exams will be returned for your review. Assignments/exams **physically** reviewed during a class period must be returned to the instructor during the same class period. Failure to return any assignment/exam as indicated will result in that assignment/exam being disallowed for grade computation. Student work will be held **ONE** semester after the end of the course. Please retrieve any of your materials by that deadline.

**Exams/Mid-Term & Final:** Exams will generally consist of multiple-choice, short answer, essay, and completion questions as well as application exercises. **The final exam will cover second half of class.**

**Administrative Course Requirements:**
**Class Attendance.** Enrollment in this course obligates the student not only for prompt completion of all work assigned but also for punctual and regular attendance and for participation in any class discussion that may occur. Absences do not absolve him/her of this responsibility. It is the student's responsibility to keep informed concerning all assignments made and information presented in class, but not by contacting the professor for information about what was missed during class or requesting that the professor review material missed during the student’s absence. Absence from more than 10 percent of the scheduled class sessions is considered excessive. If you must exceed this 10 percent maximum, withdrawing from the course should be considered. All absences are counted; therefore, the professor does not grant **excused** absences. **Credit for class attendance requires that you arrive on time and stay (in class) the entire period.**

**Posting of Grades:** No grades will be posted. Keep an accurate record of your progress in this course.

**Academic Integrity and Student Conduct:** Expectations for academic integrity and student conduct are described in detail on the website of the Office of Student Judicial and Ethical Affairs. Please take a look, in particular, at the sections about “Student Code of Conduct and Responsibilities,” and “Disruptive Behaviors” (UM Student Code of Conduct) “as well as the section on Academic Dishonesty (http://saweb.memphis.edu/judicialaffairs/dishonesty/definitions.htm).” I will expect students to be aware of these guidelines and to conduct themselves accordingly. Conduct which is considered disruptive as well as equated to a class absence and is a **basis for ejection from the class.**

**Communication Protocol.** See the professor during office hours rather than publicly discussing any personal situation during class or in the 15 minute interval between classes.

**Electronic Devices.** The professor reserves the right to prohibit the use of electronic devices during class. All electronic devices must be put in silent mode during class.

**ADA Statement.** To receive disability related accommodations and services, students must first register with Student Disability Services and provide current and appropriate medical and/or psycho-educational documentation which identifies the specific nature and extent of a qualifying disability, including the functional limitations currently imposed by the disability (http://www.memphis.edu/sds/index.php).

**Prerequisites.** To be enrolled in any 3000-4000 level business course students seeking a degree in the Fogelman College must: (1) have completed all required lower division Business Administration courses with a minimum grade of “C” (2.0) in each. (2) Have a minimum quality point average of 2.25 (ACCT major 2.5) in all required lower division business courses and Math 1312. (3) Have accumulated 55 hours of course work including the required 9 semester hours of English. Non-Business majors must have junior or senior standing and have met specific prerequisites of courses. Students are responsible for ensuring that requirements are met; otherwise, administrative drop actions may be implemented.

**Note From Faculty Director of Undergraduate Programs.** Admission into this class is by permit only. Students who are enrolled in the class (on the last day to **add** classes) will only be given a permit for the class for the **next** semester one week before the semester begins. Permits will be granted at this time only if space is still available.

**BBA Degree Program Learning Outcomes**
The learning outcomes for this degree program are located on the following URL. Notice that Goals indicate Learning Outcomes for the degree program. The objectives under each learning outcome indicate what must be done to reach the learning outcome. Faculty members in the Fogelman College developed these learning outcomes and periodically assess students to determine the level that the learning outcomes are being met. URL: http://www.fcbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf

**Education and Writing Assistance (Free):**
Educational Support Program (ESP)-provides academic counseling, contact information is http://www.memphis.edu/esp/supplemental.php

The Business Learning Center:
(Room 256, FCBE)-provides tutoring in accounting, statistics, finance, management, and marketing.
Writing assistance is also available in Patterson, Room 225 only. Contact number is 901.678.3912.

Tutoring:
General tutoring (www.memphis.edu/tutoring)
Writing and online tutoring (www.memphis.edu/onlinetutoring)
University of Memphis plagiarism policy and helpful tutorials:
UM Policy on Plagiarism
http://www.memphis.edu/instructionalsvcs/instruct.php#plagiarism,
http://cassian.memphis.edu/history/mcrouse/lit.html
How To Avoid Plagiarism.

APA format websites:
http://owl.english.purdue.edu/handouts/research/r_apa.html#Your or
http://www.docstyles.com/apacrib.htm

Study efficiencies/time management-Mitchell Hall, Room 207
Tentative Course & Assignment Schedule

(Changes to course schedule will be announced in class; it is the student’s responsibility to get changes to schedule from class announcements, E-courseware or from classmates)

Week 1

January 15- Introduction/Overview

January 17- Chapter 1: Strategic Management and Competitiveness

Week 2

January 22- Chapter 1 continued,

January 24- Chapter 2: The External Environment: Porter’s Five Forces,

Week 3

January 29- Chapter 2 continued, Case 1 Overview (Due date: 2/5/19)

January 31- Chapter 3: The Internal Organization

Week 4

February 5- Chapter 3 continued, Case 1 Due

February 7- Chapter 4: Business Level Strategy

Week 5

February 12- Chapter 4 continued

February 14- Chapter 5: Competitive Rivalry and Competitive Dynamics, Case 2 Overview (Due Date: 2/19/19)
Week 6
February 19- Chapter 5 continued, Case 2 Due
February 21- Mid-Term Review

Week 7
February 26- Mid-Term Exam
February 28- No Class

March 4-10 Spring Break

Week 8
March 12- Chapter 6: Corporate Level Strategy
March 14- Chapter 6 continued

Week 9
March 19- Chapter 7: Merger and Acquisition Strategies, Case 3 Overview (Due date: 3/26/19)
March 21- Chapter 7 continued

Week 10
March 26- Chapter 8: International Strategy
March 28- Chapter 9: Cooperative Strategy, Semester Project Overview (TBA)

Week 11
April 2- Chapter 10: Corporate Governance
April 4- Chapter 10 continued
Week 12
April 9- Chapter 11: Organizational Structure and Controls
April 11- Chapter 11 continued

Week 13
April 16- Chapter 12: Strategic Leadership
April 18- Strategic Entrepreneurship

Week 14
April 23- (Last Day) Semester Projects due, Final Exam Review, Announcements

FINAL EXAM, TBA