MGMT 4710 - M50 & M51 - Strategic Management - Spring 2019 - 3 credit hours

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Office Location: 302 Varnell-Jones, UM Lambuth Campus, Jackson, TN
Office Hours: Online students may contact me for a phone or Skype appointment

COURSE OVERVIEW

This capstone course, required of all senior business majors, builds on and integrates 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. 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? and (3) How are we going to get there? (You may also be asking yourself these same questions with respect to your personal and career goals!)

Prerequisites: MGMT 3110, MGMT 3510, and senior standing in the Fogelman College of Business & Economics.


Course Methodology, Location of Online Course Content, and Technical Support: This is a fully online course and all course content is located on the eCourseware and WileyPlus websites. You are responsible for ensuring that you have access to the websites and for meeting minimum technology requirements so that you can successfully complete the course. For eCourseware technical support, contact UM Technical Support or (901) 678-8888. For WileyPlus technical support, including live chat, go to WileyPlus Support.

Course Objectives: By successfully completing this course, you will

- develop your 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;
- build your skills in conducting strategic analysis in a variety of industries and competitive situations using relevant strategic analysis tools and concepts;
- further your understanding of the challenges of competing in a global market;
- become acquainted with the managerial tasks associated with planning, implementing, and executing company strategies;
- integrate the knowledge gained in earlier core courses in the business school curriculum;
- heighten your awareness of why ethical principles and socially responsible management practices matter greatly in the conduct of a company’s business; and
- enhance your written and oral business communication skills.
**Fogelman College of Business - Learning Outcomes for Your Degree:** The Fogelman College has established the following learning goals for students 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.

**LEARNING ACTIVITIES AND GRADING**

**WileyPlus Chapter Assignments (Videos & Quizzes):** The WileyPlus chapter videos explain and demonstrate chapter concepts. You will view one assigned video per chapter and respond to questions assessing your understanding of concepts illustrated in the video. The videos are available during a 7-day window, Mon-Sun. WileyPlus chapter quizzes assess your comprehension of key course concepts. Quizzes are open during a 7-day window, Mon-Sun. These are open-book, timed quizzes.

**Case Analyses (upload to eCourseware Dropbox):** Case analyses give you the opportunity to apply strategic management tools and concepts, and to practice your written, analytical, and critical thinking skills. Case 3 also gives you an opportunity to polish oral presentation skills. You will submit analyses of three cases assigned from the textbook. Detailed instructions for each case will be posted in eCourseware at least one month prior to deadlines. Cases 1 and 2 are written papers. For Case 3, you will present your analysis as a voice-narrated PowerPoint presentation using a free screencasting tool. You will have the opportunity to do a practice screencast in advance. Case analyses are not accepted via email. The date your case analysis is uploaded to the Dropbox is the date of submission.

**Discussions (eCourseware Discussions page):** The online discussion forums provide opportunities for you to interact with classmates on topics relevant to the course. Discussions stay open one week, starting on Monday and closing the following Sunday. (Discussion 9 will stay open three extra days). You must post at least three comments per discussion topic as follows: (1) no later than Thursday you must start a new thread and post your initial response to the topic; and (2) no later than Sunday you must post responses to at least two classmates’ threads. The purpose of Discussion 9 is to give you an opportunity to prepare and post a very short practice screencast to ensure that you can successfully use the technology in advance of the deadline for Case 3. Discussion 9 requires four posts: an initial post plus brief evaluations of three classmates’ screencast presentations.

**Exams (eCourseware Quizzes page):** The exams provide additional assessments of your understanding of key course concepts beyond the weekly chapter quizzes. There are two exams, one in mid-semester and one at the end of the semester. Each exam covers roughly half the course content. The exams are open during a 5-day window, Monday through Friday. The exams will be available on the eCourseware ‘Quizzes’ tab — NOT in WileyPlus.

**Deadlines and Late Assignments (READ THIS VERY CAREFULLY):**

Be aware that there is no university policy that obligates faculty to accept late work for any reason. However, you may request a maximum of two deadline extensions on assignments during the semester. For the purposes of deadline extensions, an ‘assignment’ is one WileyPlus video + quiz, one exam, or one case. Work submitted late for ANY REASON will be assessed a -25% penalty per day or partial day submitted after the deadline, up to 3 days late. (Automatic ‘0’ after 3 days). After you have used deadline extensions for two assignments, I will not accept anything else late from you (do not ask). No deadline extensions will be granted for discussion forums—I will not re-open a discussion if you miss the deadline.
The best strategy in this course is to manage your time carefully, start early on assignments, and submit assignments well before deadlines. You are not entitled to a special exception because you are “busy” and can’t be bothered to keep up with deadlines. We are all busy and we all have personal issues and time pressures outside of school. If you choose to wait until the last minute to start an assignment and experience a technical problem that prevents you from submitting on time, this does not excuse you from meeting the deadline and you will still be assessed a late grade penalty. The only exception I will make is if there is a technical glitch in eCourseware or WileyPlus that affects the entire class; if this happens, I will extend the deadline for everyone.

**Grading:** Points for graded activities are as follows.

<table>
<thead>
<tr>
<th>Graded Activity</th>
<th>Points</th>
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<tbody>
<tr>
<td>WileyPlus activities - Videos &amp; Quizzes*</td>
<td>100</td>
</tr>
<tr>
<td>Discussions: 8 discussions @ 5 pts each / 1 discussion @ 10 pts</td>
<td>50</td>
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<tr>
<td>Case Analysis 1 (written paper)</td>
<td>40</td>
</tr>
<tr>
<td>Case Analysis 2 (written paper)</td>
<td>50</td>
</tr>
<tr>
<td>Case Analysis 3 (screencast presentation)</td>
<td>80</td>
</tr>
<tr>
<td>Exams: Two exams @ 40 pts each <em>(eCourseware)</em></td>
<td>80</td>
</tr>
<tr>
<td><strong>Total Points</strong></td>
<td><strong>400</strong></td>
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* Your final WileyPlus percentage score will be converted to a 100-point scale. For example, if your final WileyPlus percentage is 90%, you’ll earn 90 out of 100 points.

Final course grades are earned as follows.

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Final Grade</th>
<th>Point Range</th>
<th>Final Grade</th>
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</thead>
<tbody>
<tr>
<td>398 - 400</td>
<td>A+</td>
<td>306 - 317</td>
<td>C+</td>
</tr>
<tr>
<td>370 - 397</td>
<td>A</td>
<td>290 - 305</td>
<td>C</td>
</tr>
<tr>
<td>358 - 369</td>
<td>A-</td>
<td>278 – 289</td>
<td>C-</td>
</tr>
<tr>
<td>346 - 357</td>
<td>B+</td>
<td>266 – 277</td>
<td>D+</td>
</tr>
<tr>
<td>330 - 345</td>
<td>B</td>
<td>238 - 265</td>
<td>D</td>
</tr>
<tr>
<td>318 - 329</td>
<td>B-</td>
<td>&lt; 238</td>
<td>F</td>
</tr>
</tbody>
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**ADDITIONAL COURSE INFORMATION**

**Course Communication:** Each Monday morning, usually by 8 a.m., I post announcements on the eCourseware home page. I expect you to keep up with these announcements. I also expect you to check your UM email regularly. If I send information via email, it will be to your UM email address, NOT via eCourseware email.

Email me at kmollica@memphis.edu. Do not email me from within the eCourseware system. Please address me as Dr. Mollica or Professor Mollica. (Not Mrs. Mollica or ‘Hey professor.’)

If your grade is negatively affected because you ignore course announcements in eCourseware, do not read your email, do not read the syllabus, and/or do not read and follow assignment instructions provided to you in writing, that is entirely your responsibility.
If you experience a course-related problem, I encourage you to contact me immediately. In addition, I welcome criticism and feedback offered in a respectful and constructive manner, and so should you.

**Attendance:** Attendance in an online course means logging in regularly and actively participating. I have access to your login frequency in eCourseware and WileyPlus. I am required to report lack of attendance to the university. For students receiving federal student loans, non-attendance can impact student loan eligibility.

**Professionalism:** I expect you to behave just as would in a professional business setting. To provide guidance in adhering to this expectation, ask yourself the following questions about what you would do in a professional business setting.

- Would I fail to complete my job duties or wait until the last minute to begin an assigned task, then make excuses for why I didn’t get things done or why I performed poorly?
- Would I expect special treatment because I’m “busy,” even though my co-workers are equally as busy?
- Would I neglect to carefully read information and instructions given to me in writing?
- Would I refrain from asking legitimate questions when I truly need more clarification to help me do my job better, later blaming my boss because I didn’t understand what I was supposed to do?
- Would I send an informally-worded, poorly written email to my boss or co-worker that looked like a text message sent from a 13-year-old?

**Final Grade, Extra Credit, and Make-Up Work:** Your final letter grade will be based on your point total as shown in the ‘Grading’ section of this syllabus. I do not offer extra credit unless it is made available to everyone in the class. I do not accept make-up work or negotiate special deals at the end of the semester for students who are unhappy with their grade (even if this is the semester you plan to graduate!)

If you experience a severe, life-threatening medical emergency that prevents you from completing work in ALL your classes, it is your responsibility to contact me immediately (or as soon as possible, given the situation), with appropriate documentation. It will be entirely my discretion as to how to respond.

**Academic Integrity:** Academic integrity and honesty is a University-wide expectation. In addition, the Fogelman College of Business has established academic integrity standards. Carefully review the information available at these links.

- UM Office of Student Conduct: Academic Misconduct
- Fogelman College of Business Standards for Academic Integrity
- Fogelman College of Business Information on Plagiarism

I do not tolerate cheating or plagiarism, and I will accept no excuses for dishonest behavior. By taking this course, you agree that your written assignments may be submitted to Turnitin.com, or a similar electronic detection method for the purposes of detecting plagiarism. Plagiarism on any part of an assignment will result in a "0" on the entire assignment, there will be no opportunity to revise or edit the assignment, and at my discretion I may report you to the University’s Office of Student Conduct for further action.

**Disabilities and Student Services:** Appropriate accommodations are provided to students who present a memo from Disability Resources for Students.