Course Syllabus
MGMT 4710 - Strategic Management
Fall Semester 2020
Section 002: MW 12:40 PM- 2:05 PM
ONLINE UNTIL NOTIFIED VIA INSTRUCTOR EMAIL
(If we are allowed to meet during the semester, we will be in FCB Room 259)

Instructor: Michelle Montague-Mfuni, MBA
Phone: 619-486-7225 (text messages)
E-mail: mmntgmfn@memphis.edu
Office Hours: By appointment or MW 2:05-2:35pm (we can use classroom Zoom link)

Online Class Lecture Zoom Link:
https://us02web.zoom.us/j/85250208474?pwd=dEUxV1hUUlpKUTRTZ0xDb0RvNkkxdz09

Course Overview:
While we will cover topics and ideas from the textbook during class discussions and lecturing, we will
not be covering everything —for that, you’ll need to read the textbook. However, we will cover some
topics in more depth during class, as well as discuss examples the text may not include.

During class, we will discuss the following:
Advanced problems in determination, execution, and control of strategic management process
considering changing environments in which organizations operate.

Pre-Requisites/Co-Requisites:
Pre-requisites: MGMT 3110 and 3510

Required Textbook:

There are a couple methods you can use to get this textbook, but you have to have Connect from
McGraw Hill. We will be using online materials that require Connect. Read below for additional
direction.
Purchasing Connect:
An access card granting you access to Connect can be purchased from the university bookstore.
   a. Cost - $166.75

Once you have purchased access, please find the link to our class section below:

The reading assignments, homework and exams will be posted on this course site.

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

1. Develop your capacity to think strategically about an organization, its present business position, its long-term direction, its resources and competitive capabilities, the levels and components of its strategy, and an analysis for gaining sustainable competitive advantage.

2. Recognize the managerial tasks associated with planning, implementing, and executing company strategies

3. Conduct a strategic analysis using relevant strategic analysis tools and concepts.

4. Develop the skills necessary to design and implement effective global strategies.
5. Heighten your awareness of why ethical principles and socially responsible management practices matter greatly in the conduct of a company’s business.

6. Integrate the knowledge in earlier core courses in the business school curriculum.

7. Enhance your written and oral business communication skills.

Fogelman College: Learning Outcomes for Your Degree

BBA Degree Learning Outcomes
BBA Degree Accountancy Learning Outcomes

Assignment List

<table>
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<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>Weekly Assignment Points Total</td>
<td>200</td>
</tr>
<tr>
<td>Group Breakout Discussions OR Individual Writeups</td>
<td>100</td>
</tr>
<tr>
<td>Class Participation</td>
<td>100</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>100</td>
</tr>
<tr>
<td>Final Exam</td>
<td>100</td>
</tr>
<tr>
<td><strong>Grand Total (All Assignments)</strong></td>
<td><strong>600</strong></td>
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Grading Scale

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<thead>
<tr>
<th>Grade</th>
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<tbody>
<tr>
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<td>C</td>
<td>70-79</td>
<td>420-479</td>
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<tr>
<td>D</td>
<td>60-69</td>
<td>360-419</td>
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<tr>
<td>F</td>
<td>0-59</td>
<td>0-359</td>
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</tbody>
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Assignment Instructions:
General guidelines for paper apply—i.e. 12 pt. Times New Roman or Calibri font, double-spaced. Papers should be submitted via eCourseware.

**LearnSmart Assignments (200 total possible points)**
When you leave here with a bachelor’s degree in business, your future employers have an expectation that you have become acquainted with basic business terms and concepts. The goal of this course is to make you conversant specifically in strategic management concepts to help you each in your career(s).

To assist with that objective, each chapter will have a short—15 minutes on average—learning activities. These activities are to be completed alone and without any outside consultation (no people), but you’re welcome to use your textbook or the internet. My goal here is for you to learn.

*Every week, there will be at least two assignments posted on Connect along with the required reading.*

**Group Breakout Discussions OR Individual Writeups (100 points)**
In class, I will distribute strategic handouts or mini-cases for you to read. I will give you 5-10 minutes to review the information and then you will be assigned in groups (which will vary). You will be told how long to discuss the topic (on average 10 minutes) and what the expected output during the group breakout session.

If you were not able to attend the class session, the group breakout session handout will be made available AFTER class on eCourseware and you should write a 1-2 page double-spaced paper answering questions that are listed on eCourseware. The Individual Writeup assignment submission will be due on eCourseware by Monday (in the week following the original class discussion). Check on Connect or eCourseware for further clarification on the due date.

*Please note if you were present for the group breakout discussion, there is no need to do the individual writeup.*

**Class Participation (100 total possible points)**
You will have the option to select ONE OPTION how you would like to demonstrate your class participation during the first week of class. There are two in-class options and two written options:

- Case Opener (in-class)
• News Article Presentation (in-class)
• Suggested Chapter Concept Question and Answer for Mid-Term (written)
• Suggested Chapter Concept Question and Answer for Final (written)

The Case Opener (in-class)
The student will “open” an assigned case discussion by summarizing the company background and the strategic management problem, relating the topic to the week’s required reading, and then giving the student’s opinion of a potential solution.

New Article Presentation (in-class)
The student will bring a recent business news article that is related to the topic to the week’s required reading. The student will summarize the company core business background and the strategic management problem, and then give their opinion of the situation.

Suggested Chapter Concept Question and Answer for Mid-Term Exam (written)
The student will suggest a potential essay question that is related to the required textbook chapters for the Mid-Term Exam. The question needs to present a specific company, at least a paragraph about the company core business and industry group and a strategic management problem that company is facing. The student must also present a suggested answer. This assignment would need to be handed in BEFORE October 2, 2020.

Please note there is NO GUARANTEE this suggested question will be utilized in the actual exam.

Suggested Chapter Concept Question and Answer for Final Exam (written)
The student will suggest a potential essay question that is related to the required textbook chapters for the Final Exam. The question needs to present a specific company, at least a paragraph about the company core business and industry group and a strategic management problem that company is facing. The student must also present a suggested answer. This assignment would need to be handed in BEFORE November 11, 2020.

Please note there is NO GUARANTEE this suggested question will be utilized in the actual exam.
Mid-Term Exam (100 total possible points)

The test will have both multiple-choice questions and essay questions. The questions will be related to the chapter readings AND the in-class assignments.

Final Exam (100 total possible points)

The final exam will have multiple choice and essay questions and will include all topics presented throughout the semester.

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 50% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

Extra Credit

There may be 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.

Course Policies:

Advocating a positive learning environment

Your success in this class is important to me. I believe that a positive and supportive intellectual environment can motivate students to participate in class, encourage students to use logic and reason to define their positions, and at the same time introduce them to perspectives that they may not have considered on their own.

I believe that students can gradually advance their learning patterns and research capacities by involving themselves in such a learning environment.

I am devoted to providing an environment that is equitable and conducive to achievement and learning for all students.

I ask that we all be respectful of diverse opinions and of all class members, regardless of the personal attribute.

Class Courtesies
An important element of the classroom environment is mutual respect. Let us all be respectful of everyone in the class, and be considerate of others.

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.

Professor’s Expectations of Students:

· Be on time

(if you enter the in-person classroom OR the Zoom conference call late, please enter quietly “on-mute”)

· Be prepared

· Be professional

· Do your best

· If you struggle with this course or a concept in the course, talk to me.

Email

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.

Please contact me at mmntgmfn@memphis.edu. I may not receive your message if you use eCourseware or Connect to message me.

Technology

Please silence your cell phones while in class. As for laptops, research indicates that while use of technological devices has some benefits, overall it significantly distracts your and others’ attention from the subject at hand. So, please refrain from texting or browsing the Internet during class time, but you may use laptops to make case notes and to digest lecture materials.

When we are in class online, please keep your microphone on mute unless I am asking you a question or to speak out. Also try to ensure that your video background is not too distracting. It is my personal preference to see your faces during online synchronous sessions.
I will attempt to record our sessions for students that miss class and wish to hear the session. Links to these recordings will be available eCourseware.

Attendance
Given the current global health environment, students are NOT required to attend all classes, but it is highly recommended.

Missing assignments can have an impact on your grade.

Reporting Illness or Absence
Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously.

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.

Adding/Dropping the course
If you have any questions regarding adding or dropping classes, please contact the Registrar or visit the Registrar’s website.

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, 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.

COVID-19 Health and Safety Policy - Masks and Social Distancing
All students, faculty and staff will wear masks in all public spaces, including our classroom (lab) per the COVID-19 policy. The first time a student enters a classroom without wearing a face covering, the student will be asked to leave the class until they return a covering. Further violations will be referred to the Office of Student Accountability. Students who repeatedly or flagrantly violate these community expectations may be referred for discipline under the Student Code and, if appropriate, immediately removed from campus by the Dean of Students.

Student Health
Students who are experiencing symptoms such as sneezing, coughing or a higher than normal temperature should inform me by email so they can be excused from class and should stay home. Students should contact their health care provider or the Student Health Center at https://www.memphis.edu/health/.

Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

Student Accommodations
If and when we return to class, students seeking to remain remote for health or other serious reasons should discuss their options with me. Students with accessibility issues or with other learning accommodation needs due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)

Student Resources
Students who need additional resources can contact the Dean of Students Office at https://www.memphis.edu/deanofstudents/crisis/index.php.
Class Schedule

Schedule of class assignments, activities and graded criteria should be considered tentative and subject to change at Instructors’ discretion. Students will be notified in advance of any changes to the session schedule.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic Covered</th>
<th>Textbook Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug. 17</td>
<td>Syllabus/Course Expectations/Connect/Assignments</td>
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<tr>
<td></td>
<td></td>
<td>Aug. 19 Strategy, Business Models and Competitive Advantage</td>
<td>Chapter 1</td>
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<td>Aug. 24</td>
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<td>3</td>
<td>Aug. 31</td>
<td>Strategy Formulation, Execution and Governance</td>
<td>Chapter 2</td>
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<tr>
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<td>Sept. 2</td>
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<td>Chapter 2</td>
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<td>4</td>
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<td>Sept. 9</td>
<td>Evaluating a Company’s External Environment</td>
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<td>Evaluating a Company’s Resources, Capabilities, and Competitiveness</td>
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<td>The Five Generic Competitive Strategies</td>
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<td>Oct. 7</td>
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<td>Chapter 5</td>
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<td>Oct. 14</td>
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<td>Chapter 6</td>
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<td>Oct. 19</td>
<td>Strategies for Competing in International Markets</td>
<td>Chapter 7</td>
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<td>Oct. 21</td>
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<td>Chapter 7</td>
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<td>12</td>
<td>Oct. 26</td>
<td>Corporate Strategy: Diversification and the Multi business company</td>
<td>Chapter 8</td>
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<td>Oct. 28</td>
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<td>Chapter 8</td>
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<td>Nov. 2</td>
<td>Ethics, Corporate Social Responsibility and Strategy</td>
<td>Chapter 9</td>
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<td>Nov. 4</td>
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<td>Chapter 9</td>
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<td>Nov. 9</td>
<td>Strategy Execution</td>
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<td>Chapter 10</td>
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<td>Nov. 16</td>
<td>Exam Review</td>
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**Final Exam**