

Dr. Joyce M. Beggs
MGMT 3280 —Strategic Management
Section 001 (8:30) –Friday 141--Section 002 (10:00)-Friday 141
Spring Semester 2020

Required Text: Dess, G. G., Lumpkin, G. T., Eisner, A. B., and McNamara, G., *Strategic Management, Creating Competitive Advantage*, McGraw- Hill Irwin, most current edition

Suggested Readings: **Wall Street Journal** or Fortune

<http://r.wsj.com/PROFwu1u>

The Wall Street Journal can be purchased at <http://r.wsj.com/PROFwu1u>
The price is student friendly.

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Course Description

MGMT 3280 - Strategic Management

Strategic Management. (3) Prerequisites: Senior standing; BLAW 3150, COMM 3160, ECON 3125, FINN 3120, INFO 3130, MGMT 3140, MKTG 3110, and OPER 3100. (Accounting majors are required to take BLAW 3150, COMM 3160, FINN 3120, INFO 3130, MGMT 3140, MKTG 3110, and OPER 3100 and earn a grade of C or above.) A capstone course that emphasizes the synthesis and application of concepts from the functional business courses so students develop an understanding of organizations from the perspective of top level executives. Focuses on the role of top management in leading, planning, and decision-making to form effective organizational strategies that integrate internal processes and the economic, technological, ethical, political, and social forces affecting the organization.

Assurance of Learning.

Decision/Analytical. Students will demonstrate analytical, quantitative, and reflexive thinking skills in decision making. Students will apply problem solving processes to business and economic situations.

CATT Statement. All core courses in The Belk College of Business Administration are committed to fulfilling one or more of four major competency areas identified by the letters CATT: Communication

and Technology Skills, Aadaptability to Change, Globalization, and Diversity, Teamwork and Leadership, and Thinking and Problem Solving. In the Department of Management, MGMT 3280 is targeted at two of these learning outcomes: Teamwork and Leadership, Thinking and Problem Solving. The purpose of this course is to help students function effectively as a team leader and to understand group dynamics; and to help students think independently; apply, articulate, and evaluate problem-solving processes; recognize, employ, and integrate frameworks from all business disciplines to respond to opportunities and solve problems; and cover ethical, global, and political issues in business.

Learning Objectives

After completing MGMT 3280, students will understand how to analyze the internal and external environments of business organizations--to identify opportunities, threats, strengths, and weaknesses.

After completing MGMT 3280, students will be able to apply problem-solving processes to business situations.

After completing MGMT 3280, students will be able to recognize, integrate, and synthesize frameworks from all business disciplines to solve problems.

After completing MGMT 3280, students will understand the roles played by stakeholders in various business situations.

Objectives:

To view the organization from the top management position.

To apply a process of strategic thinking to solve organizational problems.

To develop skills in strategic analysis.

To increase awareness of ethical implications of decision making.

To integrate knowledge gained from earlier prerequisite courses.

To develop skills for integrating the functional areas such as management, marketing, finance, and production.

To serve as a capstone course for the various business disciplines taught in the business core.

Purposes: The purposes of this course are: (1) to provide an integrative experience at the end of the bachelor's degree in business administration involving the key components of the business curriculum including such facets as accounting, finance, marketing, management, and management science; (2) to provide an opportunity for undergraduate students to place themselves in the role of chief executive officer and/or high level executives so as to solve complex problems of major organizations in society--both private and public; (3) to analyze top corporate policy in different types of organizations; (4) to assume the role of business consultant; (5) to develop student's capacity to think strategically about a company, its business position, and how it can gain sustainable advantage; (6) to build students' skills in conducting strategic analysis in a variety of industries and to provide them with a stronger understanding of the competitive challenges of a global environment; and (7) to make students more conscious of the importance of ethical principles and corporate social responsibility. This course also attempts to encourage each student to continue his or her study of top corporate policies, opportunities, and problems after he or she leaves the university.

Course Information: The course is an attempt to integrate the materials that each student has had during his or her coursework in business during his or her undergraduate work.

Grading:

Class Participation & Quiz	100
Text Material Exam	100
Text Material Exam	100
Team Traditional Case Paper	200
Team Consulting Project Report	200
Team Presentation of Consulting Project Report	100
Total	800

800-720 = A **The instructor reserves the right to lower the scale.**

719-640 = B

639-560 = C

559-480 = D

Below 479 = Nonpassing

Late Policy: 30 points per day will be deducted from team case papers and team consulting project reports.

Text Material Exam: The first part of the course will be a series of discussions on the nature of strategic management including its component parts of analysis, formulation, implementation, interpretation, and evaluation. These lecture-discussions will be held the first few weeks of the term and are to be viewed as initial preparation for this course (in addition to work received in all prior management, finance, accounting, marketing, and management science courses). Two examinations on this material will be given. Questions will consist of multiple choice and essay.

Attendance Policy & Class Participation: Students are expected to attend, to arrive on time, and to stay the entire class period. Punctual attendance at all class sessions is expected. Absence from class is a serious matter and should be discussed with your instructor since an attendance record will be kept throughout the semester. When missing class, students will be expected to obtain class notes or assignments from other students in class. The second part of the course will examine strategic management through the use of comprehensive cases from both private and public organizations. Throughout this part of the course, there will be continuous involvement by the student in the preparation and discussion of the cases. Therefore, the students must be well-prepared for the discussion of each case as it is noted in the outline. There may also be unannounced quizzes, preparation of cases that may be presented orally, and written homework.

Coming to class, signing the roll, and leaving is considered a violation of the academic integrity code. Signing the roll for others is also a violation of the academic integrity code.

This course is designed for a discussion format. It is incumbent on each member of the class to be PREPARED to discuss both readings and case assignments at each class meeting. Due to the fact that participation in class discussion is a major component of the grade, each student must contribute significantly to in-class analysis of the cases and the chapters. Each student is expected to be an active

participant and to make meaningful comments on the topics being discussed. Your grade on class participation is something to be earned via consistent, daily contribution to class discussions. You should, therefore, make a conscientious effort to attend class and to be prepared to contribute.

To receive full credit for this grade component, the student must attend class on a regular basis and actively interact with the instructor and other students during the class (by offering constructive comments and answering questions directly related to class activities). In other words, the class participation grade will be allocated based on the students' minds being active and in attendance during class. NO POINTS will be allocated for mere physical appearance. For example, points will not be accumulated for sleeping or daydreaming. Understandably there are circumstances (job interviews or illness) that may cause you to miss class.

Cell Phones and Laptops: Please turn off cell phones before class begins. If you are expecting an important call, please advise the professor ahead of time. There should be no cell phone conversations and **no texting**. Cell phones are distracting to all those around you and to your professor. Cell phones are to be placed out of sight such as in book bags or in purses. During exams, it is imperative that cell phones be turned off and be placed off the desks, out of laps, and not between legs. Using electronic or manual devices or other notes during exams is also prohibited.

Laptops may be used in class for class purposes and for no other purposes such as on-line shopping, answering email, doing homework for other classes, or surfing the web. These activities are distracting to the professor and to other students. Laptops will not be used on exams. **Recording the class is strictly forbidden. Taking pictures is also forbidden.**

Team Case Paper / Team Consulting Project Report:

The students will prepare one team case analysis on a traditional case. The particular cases will be announced at a later date, and detailed instructions will be provided.

In addition, students will participate in a team consulting project through working with a small business owner in the local community. Teams of advanced business students will perform in-depth management studies and make strategic recommendations. This offers a practical training ground for students since it supplements academic work with real case studies in the actual business environment. A comprehensive report will be submitted on this consulting experience and an in-class presentation will be delivered. Extensive directions on team case preparation will be furnished.

Team Presentations:

The third part of the course will consist of team presentations of the team consulting report. This will give the students an opportunity to demonstrate their performance as business consultants working with a small business owner. An in-depth analysis of the internal and external environment of the organization and a future strategy are required. The criteria used to evaluate the team presentations are breadth, depth, originality, organization, and class discussion.

Makeup Exams: If legitimate excuses are provided, essay exams will be used as make-ups.

The UNCC Code of Student Academic Integrity:

Students are reminded of the code of academic integrity stated in the college catalog and are expected to follow it. It reads as follows:

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in any academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work or another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging is when the ideas, information, etc. is common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Grade Allocation on Team Projects:

Students are required to evaluate their respective team members. Each group project will be given a single grade by the instructor. The total number of points to be allocated is the group grade multiplied by the number of members in the group. This grade will then be allocated among group members depending upon each member's contribution to the project. Teams are to contact the instructor at the first sign of difficulty in their teams. More information on this process will be provided.

Class Schedule

Date Assignment

R Jan. 9	Introduction to the course
T 14	History of Strategic Management
R 16	Form Teams-- Instructions for Team Traditional Case
T 21	Instructions for Team Consulting Project Report
R 23	Chapter 1 Strategic Management
T 28	Chapter 1 Strategic Management
R 30	Chapter 1 Strategic Management
T Feb. 4	Chapter 3 Assessing the Internal Environment
R 6	Chapter 3 Assessing the Internal Environment
T 11	Chapter 3 Assessing the Internal Environment
R 13	EXAM
T 18	Chapter 2 Analyzing the External Environment
R 20	Chapter 2 Analyzing the External Environment
T 25	Chapter 2 Analyzing the External Environment
R 27	TBA Work Day SECRA
T Mar.3	Spring Break
R 5	Spring Break
T 10	Chapter 5 Business Level Strategy
R 12	Chapter 5 Business Level Strategy
T 17	Chapter 5 Business Level Strategy
R 19	Chapter 6 Corporate Level Strategy
T 24	Chapter 6 Corporate Level Strategy

R 26 Chapter 6 Corporate Level Strategy
T 31 Exam
R April 2 **Traditional Team Case Due
T 7 Team Consultation Day
R 9 Team Consulting Project Presentations
T 14 Team Consulting Project Presentations
R 16 Team Consulting Project Presentations
T 21 Team Consulting Project Presentations
R 23 Team Consulting Project Presentations
T 28 **Team Consulting Project Due /Presentations/Team Evaluation Day

Final Exam Section 001 TR 8:30-9:45 Final time—T May 5 8:00-10:30 Presentations & Quiz
Section 002 TR 10:00-11:15 Final time- R May 7 8:00-10:30 Presentations & Quiz

*****The instructor reserves the right to alter the above syllabus after giving notice. This schedule is tentative and does not completely reflect all the assignments and cases to be discussed. Regular class attendance is necessary to identify the full nature of the requirements for this course. Consider this schedule as tentative. It is used as a guide only. It may be necessary to update the schedule when needed.

Diversity:

The Belk College of Business strives to create an inclusive academic environment in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Disability Accommodations:

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

Class Attendance

Consistent class attendance is a strong predictor of academic success. If you earn an F or U grade, your last date of attendance will be reported. This may require you to pay back any financial aid money received for this course.

Academic Integrity Code

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at <https://legal.uncc.edu/policies/up-407>