

Management 3280 – 090
CRN: 20394
Strategic Management
Spring 2021

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Office Hours: By Appointment

Meeting: Tuesdays at 5:30
Classroom: Online

Required Text & Simulation:

Strategic Management: Text & Cases, 9th edition

Authors: Dess, Lumpkin, Eisner & McNamara
ISBN: 978-1259813955
Copyright: 2019
Publisher: McGraw Hill

GLO-BUS Simulation – Online purchase required (\$44.95)

Supplemental Reading:

Distributed in class or Canvas throughout the semester.

Course Description:

MGMT 3280. 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.

Professional Competence/Synthesis. Students will acquire knowledge and analytical skills of the functional areas of business. Students will recognize, integrate, and synthesize frameworks from all functional areas of business to solve problems.

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
- Adaptability to Change, Globalization, and Diversity
- Teamwork and Leadership
- Thinking and Problem Solving

In the Department of Management, MGMT 3280 is targeted at two of these learning outcomes:

1. Teamwork and Leadership
2. Thinking and Problem Solving.

The purpose of this course is to help students: function effectively as a team leader; to understand group dynamics; to think independently; to apply, articulate, and evaluate problem-solving processes; to recognize, employ, and integrate frameworks from all business disciplines in order to respond to opportunities and solve problems; and to 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 in order to identify opportunities, threats, strengths, and weaknesses;
- be able to apply problem-solving processes to business situations;
- be able to recognize, integrate, and synthesize frameworks from all business disciplines to solve problems;
- understand the roles played by stakeholders in various business situations.

Course 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 solving 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 the student's capacity to think strategically about a company, its business position, and how it can gain sustainable competitive 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 students to continue their study of top corporate policies, opportunities, and problems after leaving the university. This capstone course is designed to transition students away from reliance on a professor lecturing to tell you what you need to know toward self-reliance and taking initiative—just like it will be in your careers. And just like your careers, this course to a great extent will be what you make it.

Methodology:

A combination of lecture, class discussion, guest speakers, case analysis, in-class activities, self-assessments and video examples will be employed throughout the semester.

Participation and Attendance:

Active participation is critical to your success in this course. The best learning is that which you make personal, so you are encouraged to take ownership of your experience in this course.

Attendance is required for this course. There will be material covered in class that is not in the text, so the expectation is that you will arrive promptly and remain for the duration of each class session. Absences may be excused when appropriate documentation is provided from the Dean of Students Office. Whenever possible, you should notify the instructor in advance of your absence. All assignments must be submitted on or before the scheduled due date. Should you miss a class, this is not an excuse for late work.

Examinations and Grading:

Exams: There will be 3 exams, which are generally multiple-choice questions. The focus of these exams will be on application of course material, so memorization will not be sufficient to score successfully. The intent of the exams is to assess your ability to articulate what you have learned and show that you can apply it to a variety of situations.

Quizzes: Quizzes will be short check-in points given throughout the semester. Your best 5 quiz grades will count. There are no make ups for missed quizzes.

Grading values:

Exam 1	100 points*
Exam 2	100 points*
Quizzes	100 points*
Comprehensive Final	150 points
GLO-BUS Simulation	200 points
Weekly Participation	<u>150 points</u>
Total	700 points

Grading scale:

A = 630 points or more
B = 560 – 629.99 points
C = 490 – 559.99 points
D = 420 – 489.99 points
F = 419.99 points or less

*The lowest of these will be dropped from your final grade calculation.

Diversity and Inclusion:

The Belk College of Business strives to create an inclusive academic climate 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 socioeconomic 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.

Belk College Statement of Non-Discrimination in the Classroom:

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of University Policy 406, The Code of Student Responsibility. Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

UNC Charlotte's Religious Accommodation Policy: <https://legal.uncc.edu/policies/up-409>

UNC Charlotte must authorize a minimum of two excused absences each academic year for religious observances required by the faith of a student. UNC Charlotte must provide students the opportunity to make up any tests or other work missed due to an excused absence for a religious observance. A "Request for Religious Observances" form that must be filled out by a requesting student and submitted to the instructor for approval prior to the census date for that semester.

Additional Campus Resources:**University Center for Academic Excellence:** <http://ucae.uncc.edu>, Colvard 2300

The UCAE provides free academic support including Tutorial Services, Supplemental Instruction, Learning Strategies and Instruction, and Students Obtaining Success (S.O.S.) Peer Mentoring with the goal of increasing learning effectiveness, enhancing student success, and promoting academic excellence.

UNC Charlotte Writing Resource Center: <http://wrc.uncc.edu>

Cameron 125, Cone 268 and Atkins G31

The goal of the Writing Center is to help teach you to identify and understand the strengths and weaknesses of your writing, help you find answers, and help you learn how to research, write, revise, and proofread on your own. We want you to become a better writer by learning how to improve the quality of your writing overall, not just to improve the quality of one specific paper. Face-to-face, WebEx, and E-tutoring appointments are available.

Center for Counseling and Psychological Services: <http://www.counselingcenter.uncc.edu>

9502 Poplar Terrace Drive (behind the Student Health Center)

“Supports the academic, personal, and interpersonal development of UNC Charlotte students by providing short-term individual and group counseling, psychological assessment, consultation for faculty, staff, parents, and students, and educational programs to the campus community.” And they “assist students with concerns of a personal nature by helping them develop better coping strategies, resolve conflicts and handle crisis situations. Typical concerns are depression, anxiety and stress, relationship issues, identity development, substance use problems, eating and body image issues.”

University Career Center: <http://career.uncc.edu>, Atkins 150

The University Career Center is committed to providing comprehensive, innovative services and resources for diverse populations of students, alumni, and employers that prepare UNC Charlotte graduates for the competitive global market. Through a focus on early, continuous career and professional preparation, we bridge academic knowledge and professional development.

Niblock Student Center: Friday 305

<https://belkcollege.uncc.edu/academic-programs/undergraduate-programs/current-undergraduate-business-students>

The Niblock Student Center offers provides centralized Academic and Career Coaching for all undergraduate business students. Each Department and School in the Belk College has an Academic and Career Coach appointed as their primary liaison and the primary advisor to students with declared majors in their area. Pre-Business students are assigned an Academic and Career Coach based on their last name. A currently enrolled, Belk College of Business student may meet with his or her Academic and Career Coach through either an Advising Appointment, Walk-In Session or Peer Advisor session.

Class Policies:

- 1. Read the syllabus before class, and before you leave each class in preparation for the next week;** it will help you identify questions you may have that will assist you in understanding how to proceed.
- 2. Read assignments before class.** If you do not understand concepts in the readings, please ask questions in class or contact the instructor.
- 3. Your positive participation in class is welcome, anticipated and expected.** Attending class is expected, and completing the assignments can create a base of knowledge for you to draw from for years. A significant amount of learning will occur from class discussions and information disseminated in class. Missing class will mean you miss vital information. This is a course where you can build skills to help you to be successful in your college career and in your professional pursuits.
- 4. The best way to reach me is by email.** I strive to respond to email within 24 hours. To ensure I give your email priority, please put MGMT 3280 in the subject line. Please email both my WFU and UNCC email addresses.
- 5. Late Work:** Assignments are due at the start of class. Late major assignments will be accepted with the following consequences: A deduction of 10% per day from the final grade. Items turned in after the start of class on the due date are counted as late.
- 6. There are no makeup exams** (unless you have a documented excused absence from the Dean of Students).

7. **Academic Integrity:** Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. **If you are caught cheating in this class you will fail the class.**
8. **Proofreading:** All written assignments should be carefully proofread. Deductions will be made if you haven't followed directions, have spelling or grammar errors, and if your writing is poor. Please use the writing center if you recognize that this is an area of weakness for you.
9. **Cell Phone Usage:** Put your cell phones away while in class.
10. **Laptop Usage:** No laptops may be used in class. Active engagement in the classroom conversation requires limited distractions. Unfortunately, laptops have proven to be more distracting than beneficial, so notetaking must be done on paper.

Tentative Course Schedule

Date	Topic/Assignment
T – 1/26	Introduction to GLO-BUS Chapter 1: Strategic Management
T – 2/2	GLO-BUS practice 1 (Completed by 11:59 PM on Tuesday, 2/2) Chapter 2: Analyzing the External Environment of the Firm
T – 2/9	Spring Break
T – 2/16	GLO-BUS practice 2 (Completed by 11:59 PM on Tuesday, 2/16) GLO-BUS Quiz 1 (Completed by 11:59 PM on Tuesday, 2/16) Chapter 3: Assessing the Internal Environment of the Firm
T – 2/23	GLO-BUS – Round 1 (Completed by 11:59 PM on Tuesday, 2/23) Exam 1 (Chapters 1-3)
T – 3/2	GLO-BUS – Round 2 (Completed by 11:59 PM on Tuesday, 3/2) Chapter 5: Business-Level Strategy
T – 3/9	GLO-BUS – Round 3 (Completed by 11:59 PM on Tuesday, 3/9) GLO-BUS Quiz 2 (Completed by 11:59 PM on Tuesday, 3/9) Chapter 6: Corporate-Level Strategy
T – 3/16	GLO-BUS – Round 4 (Completed by 11:59 PM on Tuesday, 3/16) Chapter 7: International Strategy Group Case 1 Due (Uploaded to Canvas by 4:00 PM on Tuesday, 3/16)
T – 3/23	GLO-BUS – Round 5 (Completed by 11:59 PM on Tuesday, 3/23) Chapter 8: Entrepreneurial Strategy & Competitive Dynamics
T – 3/30	GLO-BUS – Round 6 (Completed by 11:59 PM on Tuesday, 3/30) Exam 2 (Chapters 5-8, 13)
T – 4/6	GLO-BUS – Round 7 (Completed by 11:59 PM on Tuesday, 4/6) Chapter 10: Creating Effective Organizational Designs
T – 4/13	GLO-BUS – Round 8 (Completed by 11:59 PM on Tuesday, 4/13) Chapter 11: Strategic Leadership
T – 4/20	GLO-BUS – Round 9 (Completed by 11:59 PM on Tuesday, 4/20) Chapter 12: Managing Innovation & Fostering Corporate Entrepreneurship

- T – 4/27 GLO-BUS – Round 10 (Completed by 11:59 PM on Tuesday, 4/27)
Group Case 2 Due (Uploaded to Canvas by 5:30 PM on Tuesday, 4/27)
Final Exam Review
- T – 5/4 **Comprehensive Final Exam (Last Class)**
- T – 5/11 Final Exam Period **(Time TBD – Assigned by Registrar's Office)**
GLO-BUS Company Presentations (Uploaded to Canvas by 5 PM on 5/11)
Course Wrap-up