Dr. Joyce M. Beggs
MGMT 3280 —Strategic Management
Section 003 (8:30), 004 (10:00)

Fall 2022

This Syllabus is subject to change depending on circumstances such as pandemics.

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

Suggested Readings: Wall Street Journal or Fortune

The Wall Street Journal can be purchased at **http://wsj.com/studentoffer**

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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, Adaptability 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.

Students will demonstrate the ability to use knowledge of the external environment in strategic decision-making.
Students will demonstrate knowledge of sustainability and social responsibility issues and their impact on decision-making.

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.

NEW Grading:

Class Participation & Quiz & Learning Journal	100
Text Material Exam	100
Text Material Exam	100
Team Traditional Case Paper	200
Total	500

500-450 = A **The instructor reserves the right to lower the scale.**
449-400 = B
399-350 = C
349-300 = D
Below 300 = Nonpassing

Late Policy: Under normal circumstances, 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.

Under Normal Circumstances 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.

New Policy Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend or arriving late may impact your ability to achieve course objectives which could affect your grade. An absence. excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written assignments. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Normal Circumstances: 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 and out of laps. Using electronic or manual devices or other notes during exams is 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.**

New Policy --Learning Journal: In order to be involved with the course and to "participate" in the course, an **individual** Learning Journal will be kept. After class, assignments will be posted in Canvas and submitted in Canvas. There will be deadlines. Sometimes the deadline will be before the next class. This will help you reflect on the class and its relationship to the field of strategic management and the business world.

Traditional Team Case Paper

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.

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. The grade can be allocated in whatever manner the group decides with the following exceptions:

No one can receive a grade of more than 100 points. No one can receive a grade higher than 15% above the group grade. No one may receive a grade of less than 50% of the group grade. All grades must be whole numbers.

Class Schedule This is based on current conditions.

Date	Assignment
T August 23	**Introduction to the Course**
R 25	History of Strategic Management
T 30	Form Teams –Instructions for Team Traditional Case
R Sept. 1	Chapter 1 Strategic Management
T 6	Chapter 1 Strategic Management
R 8	Chapter 1
T 13	Chapter 1
R 15	Chapter 1
T 20	Chapter 1
R 22	Chapter 3 Assessing the Internal Environment
T 27	Chapter 3 Assessing the Internal Environment
R 29	Chapter 3 Assessing the Internal Environment
T Oct, 4	Chapter 3
R 6	**Test**
T 11	**Fall Recess—No Class**
R 13	Chapter 2 Analyzing the External Environment

T	18	Chapter 2
R	20	Chapter 2
T	25	Chapter 5 Business Level Strategies
R	27	Chapter 5
T	Nov. 1	Chapter 5
R	3	Chapter 6 Corporate Level Strategies
T	8	Chapter 6
R	10	Chapter 6
T	15	Review
R	**17**	**Test**
T	**22**	**Work Day & Learning Journal Due**
R	**24**	**Thanksgiving**
T	**29**	**Traditional Team Case Due**
R	Dec. 1	**Team Evaluation Due**
T	6	Last Day of Class/ **Take Home Quiz Electronically Due**

Final Exam Section	TR 8:30-9:45	Wrap Up T Dec. 13 8:00
	TR 10:00-11:15	Wrap Up R Dec. 15 8:00

***********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**.

New POLICY

The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class [or by written or email notice] [or by changes to this syllabus posted on the course website at (URL)].

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, visit their office in Fretwell 230, or email disability@uncc.edu.

NEW POLICIES

The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class [or by written or email notice][or by changes to this syllabus posted on the course website at (URL)].

Students are expected to attend every class and remain in class for the duration of the session. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Class Absence(s): The authority to excuse a student's class absence(s) and to grant a student an academic accommodation (turn in a late assignment(s), provide extra time on an assignment, reschedule an exam(s) etc.) sits with the individual instructor.

Students are encouraged to work directly with their instructors regarding class absences for medical appointments, military/court orders, and/or personal and family emergencies, such as a death in the immediate family, where a student is able to provide an instructor with appropriate supporting documentation of the absence. The final decision for approval of absences and missed work or make-up work is determined by the instructor.

The Office of Student Assistance and Support Services (SASS) can provide notification to faculty of emergency situations, when a student is unable to do so and when the office has been made aware of such emergencies. In such situations, the SASS office may also be able to assist with verification of such emergencies, once a student is able to return to classes. The SASS office does not provide verification of absences for car trouble, weather issues, personal activities, work, weddings, vacations, or University-sponsored events. Absences related to such activities should be discussed directly with the faculty member.

Should a student need assistance from the SASS office in verifying an emergency situation, they can submit an online request form and attach supporting documentation. Please note that students are not required to go through the SASS office at any time regarding absence verification, and the SASS office does not have the authority to excuse absences, allow for make-up work, or provide other academic accommodations.

In cases of absence due to pregnancy or parenting (pregnancy, childbirth, false pregnancy, termination of pregnancy, or recovery from any of these conditions), students should contact the Title IX Office to obtain absence verification by completing the form at http://bit.ly/332eaGd.

Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

- **Complete your Niner Health Check** each morning.
- **Do not come to class if you are sick**. Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.
- **If you are sick**: If you test positive or are evaluated by a healthcare provider for symptoms of COVID-19, indicate so on your Niner Health Check to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary. Submit a copy of your Niner Health Check notification email to your instructors.
- **If you have been exposed** to COVID-19 positive individuals and/or have been notified to self-quarantine due to exposure, indicate so on your Niner Health Check to alert the University. Representatives from Emergency Management and/or the Student Health Center will follow up with you as necessary. Submit a copy of your Niner Health Check notification email to your instructors.
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To return to class after being absent due to a period of **self-quarantine**, students should submit a copy of their Niner Health Check clearance email to their instructor(s). To return to class after being absent due to a COVID-19 **diagnosis**, students should submit an online request form to Student Assistance and Support Services (SASS). Supporting documentation can be attached directly to the request form and should be from a student's health care provider or the Student Health Center, clearly indicating the dates of absences and the date the student is able to return to class. Instructors will be notified of such absences.

If you are absent from class as a result of a COVID-19 diagnosis or quarantine, as instructor I will do the following to help you continue to make progress in the course: [INSERT PLAN HERE. E.G. PROVIDE REMOTE LEARNING OPTIONS AND ASSIGNMENTS ON A CASE-BY BASE BASIS]. The final decision for approval of all absences and missed work is determined by the instructor.

It is the policy of UNC Charlotte for the Fall 2020 semester that as a condition of on-campus enrollment, all students are required to engage in safe behaviors to avoid the spread of COVID-19 in the 49er community. Such behaviors specifically include the requirement that all students properly wear CDC-compliant face coverings while in buildings including in classrooms and labs. Students are permitted to remove face coverings in classroom or lab settings only when I explicitly grant permission to do so (such as while asking a question, participating in class discussion, or giving a presentation) and while at an appropriate physical distance from others. Failure to comply with this policy in the classroom or lab may result in dismissal from the current class session. If the student refuses to leave the classroom or lab after being dismissed, the student may be referred to the Office of Student Conduct and Academic Integrity for charges under the Code of Student Responsibility.

General Policies

To require face coverings in classrooms and labs:

To clearly state a policy on absenteeism during COVID-19: