

Sul Ross State University – Rio Grande College  
MGMT 5304 – Seminar in Management – MBA – Fall 2014 – Web Course

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**Required Text:** Essentials of Strategic Management – The Quest for Competitive Advantage – Fourth Edition. Authors: Gamble, Peterref, & Thompson  
Publisher: McGraw-Hill Education. ISBN: 978-0-07-811289-8

**Recommended:** An Easy Guide to APA Style, 2<sup>nd</sup> Edition. Sage Publications.  
ISBN: 978-1-4522-6839-2

### Course Description

At the heart of strategic management is the question: “Why do some firms outperform others?” The challenge to managers is to develop and implement strategies that will provide competitive advantages that will be sustainable over time.

This course is concerned with the long-term strategic success of the business organization. It deals with identifying and analyzing past and current strategies, with formulating new ones and with implementing them through the organization operating in the global economic environment.

Our perspective is that of the general manager who has overall responsibility for the performance of a business unit within the firm or the firm itself. Such a manager needs to understand the basis for the current performance of the firm and to identify those changes (inside or outside the firm) that are most likely to affect future performance.

### Course Competencies (Learning Outcomes)

After successfully completing this course students should:

1. Have developed the capacity to view the firm from an overall perspective, in the context of its internal and external environment.
2. Have developed an understanding of fundamental concepts in strategic management: the role of the general manager, the levels and components of strategy, competitive analysis, and organizational evolution.
3. Have developed an awareness of the various impacts of external environmental forces on business and corporate strategy.
4. Be able to distinguish between basic causes of business problems and attendant symptoms.
5. Have developed habits of orderly business thinking and skill in reporting conclusions effectively in written form.

### Evaluation Policy

- |   |                    |
|---|--------------------|
| 1. Paper One – Coach Inc. in 2012 .....             | 25% of total grade |
| 2. Paper Two – Chipotle Mexican Grill in 2013 ..... | 35% of total grade |
| 3. Paper Three - Google Strategy in 2013 .....      | 40% of total grade |
|   | Total = 100 points |

## Grading Scale

A=90-100

B= 80-89

C= 70-79

D=60-69

F= bellow 60

## Academic Integrity:

An important issue in academic writing is **plagiarism** which is using others' ideas or words without giving proper credit. **Whether you do it intentionally or not, you are plagiarizing and will be penalized for that (F in the assignment or in the course, at the discretion of your instructor).** To be able to navigate through the requirements of academic writing you MUST be aware of what is and what is not plagiarism. Purdue University has a very informative link to plagiarism in its Website. Here is the URL: <http://owl.english.purdue.edu/owl/resource/589/01/>.

**By receiving this syllabus you acknowledge to have read it and accept its content.**

## APA Style

You are required to use APA Format for all assignments in this course and, consequently, if you have no experience with this form of written communications please work on it right away. Once you know the basic APA requirements you will have to worry only with the content of the paper and not with the proper format to present it. Familiarity with APA formatting and style will also help you avoid plagiarism.

## Academic Research:

All assignments MUST present a combination of information from the text, from the case being discussed and **from research in scholarly (academic) journals** such as:

Journal of Organizational Change Management

Journal of Change Management

Journal of Management Studies

Journal of Organizational Behavior

Journal of Business Communication

International Journal of Organizational Analysis

Human Resource Management Journal

Organization Development Journal

Academy of Management Review

Academy of Management Journal

Academy of Management Executive

Harvard Business Review

Industrial Management

Management Review

Etc.

The above is just a sample of academic journals available electronically through the Sul Ross library – EBSCO's Academic Search Complete

For each research paper you are required to have **at least 10 different** references from academic journals (also known as peer-reviewed journals) and **at least 5** from other sources. Please notice that every source referenced in the paper must be listed in the bibliography page and vice-versa. *Bring variety to your work by NOT quoting from the same author more than three or four times per paper.*

*For a research paper, as a rule of thumb, present at least TWO references per page with all references listed in the reference or bibliography page.*

There is a link on the Blackboard under “**Library Resources**” to facilitate your access to the journals electronically. You will be able to search by topic, by author, by date, etc. Make sure to check the Library Resources site to learn how to navigate through the journals and other materials.

The **Course Documents Page** contains samples of APA format such as: Abstract, Bibliography Page, Crediting of Sources, Direct Quotes and Paraphrasing, differences between Academic or Peer-Reviewed Journals and other types of periodicals.

#### **Sul Ross E-mail:**

This is a Web course and most of our communication will be done via Sul Ross e-mail and Blackboard. If you do not check your Sul Ross email frequent you may miss important information.

#### **Blackboard**

If you are having problems logging on, downloading, etc., please get in touch with the help desk:  
On campus: 8888  
Off campus: 432-837-8888 (that is in Alpine)

**Guidelines with detailed instruction for each paper will be posted in the “Assignments” section of the Blackboard the week of August 25th.**

**Summaries and comments for each chapter will be posted, on a weekly basis, in the “Summaries” section of the Blackboard**

#### **Consultation**

I will be happy to meet with you either in my office in Del Rio, or in Uvalde for a face-to-face consultation. See my hours in each of the locations under Office Hours. Make sure to make an appointment for that meeting. I am also available via email or my office phone.

#### **American With Disabilities Act (ADA)**

Sul Ross State University, Rio Grande College is committed to equal access in compliance with the American With Disabilities Act of 1973. It is the student’s responsibility to initiate a request for accessibility service. Students seeking accessibility services must contact Kathy Biddick at 830-279-3003. [kbiddick@sulross.edu](mailto:kbiddick@sulross.edu)

## Course Outline – MGMT 5304 – Seminar in Management – MBA – Fall 2014

### August

Week of the 25<sup>th</sup> Become familiar with course requirements (Library Resources, APA, academic journals, Course Documents Page, etc.).  
*Make sure to read and internalize the information in “Analyzing a Case Study and Writing a Case Study Analysis” – To be posted in the “Course Documents” link the week of August 25<sup>th</sup>.*

Study the material in Chapter 1: Strategy, Business Models, and Competitive Advantage

### September

Week of the 8<sup>th</sup> Study the material in Chapter 2: Charting a Company’s Direction: Vision and Mission, Objectives, and Strategy.

Study the material in Chapter 3: Evaluating a Company’s External Environment

Week of the 15<sup>th</sup> Study the material in Chapter 4: Evaluating a Company’s Resources, Capabilities, and Competitiveness

Week of the 22<sup>th</sup> Study the material in Chapter 5: The Five Generic Competitive Strategies

**September 29<sup>th</sup> First Case Analysis: “Coach Inc. in 2012: Its Strategy in the ‘Accessible’ Luxury Goods Market”. Essentials of Strategic Management – Gamble et al., pp. 287-298 is due on Monday, September 29<sup>th</sup> via the “Assignments” link on Blackboard no later than 11:00 p.m. After 11: p.m. the link will no longer be operational.**

Week of the 30<sup>th</sup> Study the material in Chapter 6: Strengthening a Company’s Position: Strategic Moves, Timing, and Scope of Operations.

### October

Week of the 6<sup>th</sup> Study the material in Chapter 6: Strengthening a Company’s Position: Strategic Moves, Timing, and Scope of Operations.

Week of the 13<sup>th</sup> Study the material in Chapter 7: Strategies for Competing in International Markets

Week of the 20<sup>th</sup> Study the material in Chapter 8: Corporate Strategy: Diversification and the Multibusiness Company

<b>October 27th Monday</b>	<b>Second Case Analysis: “Chipotle Mexican Grill in 2013: Can It Hit a Second Home Run?”</b> Essentials of Strategic Management, Gamble et al., pp. 299-314 is due on Monday, October 27 <sup>th</sup> via the “Assignments link on the Blackboard no later than 11:00 p.m. After 11:00 p.m. the link will no longer be operational.
Week of the 28 <sup>th</sup>	Study the material in Chapter 9: Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy.
<b>November</b>	
Week of the 3 <sup>rd</sup>	Study the material in Chapter 10: Superior Strategy Execution – Another Path to Competitive Advantage.
Week of the 10 <sup>th</sup>	Work on the third and final case: “Google’s Strategy in 2013.”
Week of the 17 <sup>th</sup>	Work on the Google case
Week of the 24 <sup>th</sup>	Work on the Google Monday and Tuesday – Rest of the Week: Thanksgiving Break
<b>December 1st Monday</b>	<b>Final case analysis: “Google’s Strategy in 2013”</b> Essentials of Strategic Management, Gamble, et al., pp. 315-329 is due on Monday December 1 <sup>st</sup> via the “Assignments” link on the Blackboard no later than 11:00 p.m. After 11:00 p.m. the link will no longer be operational.

We will do our best to follow this schedule as presented but changes may need to be made at the discretion of the instructor. Any changes will be communicated to the class as soon as possible **via email**.

**P.S. For school accreditation purposes, all three research papers MUST be submitted via the assignments link on the Blackboard. They will NOT be accepted via email.**