

Sul Ross State University – Rio Grande College
MGMT 5304 – Seminar in Management – MBA – Fall 2015 – Web Course

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Office Hours: Mondays: Del Rio: 11:00-12:30 // Eagle Pass: 5:00-6:00
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Required Text: Strategic Management – An Integrated Approach - 11th Edition.
Authors: Hill, Jones & Schilling.
Publisher: South-Western, CENGAGE Learning. ISBN: 978-1-285-18448-7

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, whether it is for profit or not-for-profit. 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

After successfully completing this course students should:

1. From a general management point of view – have the capacity to view the firm from an overall perspective, in the context of its internal and external environment.
2. Have developed awareness and be able to explain the various impacts of external environmental forces on business and corporate strategy.
3. Be able to prepare written studies analyzing the strengths and weaknesses of a company and its strategies for business success. They will review the implementation of these strategies and make recommendation for improvement. **(PLO 1b)**
4. Be able to write and discuss the major aspects of a company’s business plan **(LO#1, LO #2, LO#4)**.
5. Have developed habits of orderly business thinking and skill in reporting conclusions resulting from analyzing a business case effectively in written form **(LO#1)**.

Evaluation Policy

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|---|--------------------|
| 1. Assignment One: Case Analysis – The Air Express Industry | 25% of total grade |
| 2. Assignment Two: Case Analysis – Charles Schwab | 30% of total grade |
| 3. Assignment Three: Case Analysis – Starbucks Coffee | 45% of total grade |

Total = 100%

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 communication 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.

You do not need to conduct your research on all journals for every paper, but you are required to have at least **TEN** different academic references and as many as you want from other sources per paper. Please notice that every source referenced in the paper must be listed on the bibliography or references 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. There is also information on what is and what is not an *academic journal*, besides links of APA Style and plagiarism. Make sure to check the Library Resources link to learn how to navigate through the journals and other materials.

Sul Ross E-mail:

Please make sure that your Sul Ross email is operational, and check it frequently. This is a Web course and most of our communication will be done via Sul Ross e-mail and Blackboard.

Paper Guidelines with detailed instruction for each assignment will be posted in the “Assignments” link of the Blackboard. Assignment One – “The Air Express Industry: 40 Years of Expansion,” has already been posted.

Power Points for each chapter will be posted, on a weekly basis, in the “Power Points” link of the Blackboard.

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

Course Outline – MGMT 5304 – Seminar in Management – MBA – Fall 2015

August

Week of the 24th Become familiar with course requirements (Library Resources, APA, academic journals, videos, etc.).
Make sure to read and internalize the information in “Analyzing a Case Study and Writing a Case Study Analysis” – pp. C2-C9 in the Hill et al. textbook. The Role of Financial Analysis – pp. C-9-C14 will not be part of any of the three case analyses.

Week of the 31st Study the material in Chapter 1: Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage

September

Week of the 7th Study the material in Chapter 2: External Analysis: The Identification of Opportunities and Threats.

Week of the 14th Study the material in Chapter 3: Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability

Week of the 21st Study the material in Chapter 4: Building Competitive Advantage Through Functional-Level Strategies

Study the material in Chapter 5: Business-Level Strategy

**September 28th
Monday** **First Case Analysis: “The Air Express Industry,” Hill et al. pp. C-92 – C-104 is due on Monday, September 28 via the Assignment link no later than 9:00 p.m. After 9:00 p.m. the link will no longer be operational.**

Week of the 29th Study the material in Chapter 6: Business-Level Strategy and the Industry Environment.

October

Week of the 5th Study the material in Chapter 7: Strategy and Technology

Week of the 12th Study the material in Chapter 8: Strategy in the Global Environment

Week of the 19th Study the material in Chapter 9: Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing

Week of the 26th Work on the “Charles Schwab” paper due next week.

November

Monday 2nd **Second Case Analysis: “Charles Schwab,” Hill et al. pp. C-210 – C-225, is due on Monday November 2nd via the Assignment link no later than 9:00 p.m. After 9:00 p.m. the link will no longer be operational.**

November

Week of the 3rd Study the material in Chapter 10: Corporate-Level Strategy: Related and Unrelated Diversification.

Week of the 9th Study the material in Chapter 12: Implementing Strategy in Companies that Compete in a Single Industry.

Week of the 16th Work on the Starbucks paper

Week of the 23rd Work on the Starbucks paper

Monday

November 30th Third and final case analysis: "Starbucks Coffee," Hill et al. pp. C-259-C-268 is due on November 30th no later than 9:00 p.m. After 9:00 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.