

Sul Ross State University – Rio Grande College
MGMT 5304 – Seminar in Management – MBA – Fall 2016 – Web Course

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Required Text: Strategic Management, Text and Cases, 8th Edition – Copyright 1216
Authors: Dess, McNamara & Eisner
Publisher: McGraw Hill Education // ISBN: 978-1-259-278211

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 – Nintendo’s Wii U | 25% of total grade |
| 2. Paper Two – McDonald’s | 35% of total grade |
| 3. Paper Three – Apple Inc.: Still Taking... .. | 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 (case analysis) 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 one references per page** with all references listed in the reference or bibliography page(s).*

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 about the course

Blackboard

Guidelines with detailed instruction for each case analysis will be posted in the “Assignments” link of the Blackboard.

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

Power Points

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

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

Distance Education Statement: Students enrolled in distance education courses have equal access to the university's academic support services, library resources, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should submit online assignments through Blackboard or SRSU email, which require secure login information to verify students' identities and to protect students' information. The procedures for filing a student complaint are included in the student handbook. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website.

Course Outline – MGMT 5304 – Seminar in Management – MBA – Fall 2016

August

Week of the 22nd Become familiar with course requirements (Library Resources, APA, academic journals, Course Documents Page, etc.).
Make sure to read and internalize the information in “Analyzing Strategic Management Cases,” Chapter 13 pp. 416-423 up through “... Determining how well a company is doing these things is central to the case analysis process.”
As you study each chapter make sure to go over the material in the text, the Power Points and the Summaries.

Week of the 29th Study the material in Chapter 1: Strategic Management – Creating Competitive Advantages.

September

Week of the 5th Study the material in Chapter 2: Analyzing the External Environment of the firm: Creating Competitive Advantages.

Study the material in Chapter 3: Assessing the Internal Environment of the Firm.

Week of the 12th Study the material in Chapter 4: Recognizing a Firm’s Intellectual Assets – Moving Beyond a Firm’s Tangible Resources.

Week of the 19th Study the material in Chapter 5: Business-Level Strategy – Creating and Sustaining Competitive Advantages.

September 26th First Case Analysis: “Nintendo’s Wii U” Strategic Management, Text and Cases – Dess et al., pp. C184-193 is due on Monday, September 26th via the “Assignments” link on Blackboard no later than 10:00 p.m. After 10:00: p.m. the link will no longer be operational.

October

Week of the 3rd Study the material in Chapter 6: Corporate-Level Strategy - Creating Value Through Diversification

Week of the 10th Study the material in Chapter 8: Entrepreneurial Strategy and Competitive Dynamics.

Week of the 17th: Study the material in Chapter 9: Strategic Control and Corporate Governance.

Week of the 24th Work on the McDonald’s case analysis

- October 31 Monday** **Second Case Analysis: “McDonald’s.” Strategic Management, Text and Cases, Dess et al., pp. C194-199, is due on Monday October 31st via the “Assignments” link on the Blackboard no later than 10:00 p.m. After 10:00 p.m. the link will no longer be operational.**
- November**
- Week of the 7th Study the material in Chapter 11: Strategic Leadership – Creating a Learning Organization and an Ethical Organization
- Week of the 14th Study the material in Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship
- Week of the 21st Work on the Apple case analysis.
- November 28th Monday** **Final case analysis: “Apple Inc.: Still Taking a Bite of the Competition?” Strategic Management, Text & Cases, Dess et al., pp. C-117-129, is due on Monday November 28th via the “Assignments” link on the Blackboard no later than 10:00 p.m. After 10:00 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.