

University of Louisiana at Lafayette  
B I Moody III College of Business Administration  
Department of Management

MANAGEMENT 490

Instructor: Dr. Mark Smith, Management Dept. Head

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Dr. Smith's Class Schedule

Mgmt 490 sec 1 TR 8-9:15 FGM 216

Mgmt 490 sec 2 TR 9:30-10:45 FGM 216

Office Hours

T-Th 11 – 12 am, 1:00 pm, -3:00 pm

W 1:00 am – 5:00 am

**Course Prerequisites:** Must be in the last 18 hrs of your program in the College of Business and have all CBK core courses, except BSAT 382, ACCT 333, BSAT 303, MGMT 425, MKTG 470, ECON 403, FNAN 412, & ACCT 436 depending on your major. All other common body of knowledge courses with a minimum grade of  $\geq C$  in each course.

**Course Description:** The purpose of the course is to integrate students' learning from all previous business courses. There are many dilemmas and opportunities faced by managers today while interacting in dynamic environments. The course focuses on understanding these issues and integrating the variety skills used in multiple other disciplines to be an effective and ethical manager.

**Personal Introduction:** Welcome! I am a Full Professor in the Management Department, Management Dept. Head, and a member of the Graduate Faculty at the University of Louisiana at Lafayette. I have an MBA from Harvard University and a Ph.D. from the University of Washington in Business Policy. My research interests include Supply Chain management, categorical statistical methods, content analysis, case writing and policy studies. I published in all of these areas in such journals as the Administrative Science Quarterly, Strategic Management, The Journal of Management, Personnel Psychology, and Quality Management. In the past I was a Texas CPA, have worked off shore, in the grinding wheel industry, in construction, and directed charity medical programs in Central America. I am also a married father of three.

**Course Learning Objectives:**

Objective #1: The students will gain basic knowledge of strategic analysis, strategic formulation and strategic implementation.

Objective #2: The students will learn to integrate new concepts related to business strategy with those acquired in other classes taken during the course of their business management studies.

Objective #3: The students will better understand the job of a manager and develop a general management orientation.

Objective #4: The students will develop better problem solving and planning skills and become able to analyze broad, organization-wide problems.

Objective #5: The students will develop and practice good research, writing and communications skills

**Course Topics:** To facilitate these Learning Objectives, the following topics will be discussed:

Professional Development	Formulation and Implementation of Strategy
Analyzing the External Environment of the Firm	Assessing the Internal Environment of the Firm
Creating Competitive Advantage	Strategic Leadership

**Textbook and Required Materials:** Textbook: Strategic Management, Competitiveness and Globalization 12e, Hitt, Ireland, & Hoskisson. This is a Cengage book and you are able to get online access to it and all other Cengage books for a flat rate per semester. Theory and cases will also come from web sources, particularly Wikipedia. Students will be expected to do web research on these topics. Theory and notes will be available on Moodle.

**Course Time-on-Task Expectations:** The average student should expect to spend one hour per day reading the assigned chapters and reviewing notes. It is also expected that students will spend five hours per week, on average, doing class assignments. Due to the fact that not all students have the same talents or previous course experiences the amount of the time that each student spends working outside of class can vary. Some students need more time studying, others may need less time.

**Course Student/Teacher Interaction Expectations:**

- **Communication** – If you have questions or concerns regarding the course, please be proactive in contacting me. Feel free to drop in during my office hours before and after class. Each of you has a specific goal in this class. I expect you to be proactive in discussing issues that may arise in regards to your progress. Email is by far the most efficient manner to contact me.
- **Class conduct** - Professional conduct is expected. I expect each of you to stay current on the reading assignment for each class meeting (including the cases). I encourage (and expect) you to ask intelligent questions and actively participate in class discussions. Again, it is imperative that you come to class **ON TIME** prepared for each meeting (which includes keeping up to date with the readings).
- **Computers** - I encourage you to take notes during lecture – however, computers as a general rule are **not** permitted in class without expressed permission by me. Not all students, but many will use their computer access for internet browsing, and social networking. This is not only rude to whoever is conducting discussion at this time, but also very distracting to other students. However, if you wish to use a computer to take notes during class, email permission is required. With expressed permission, Wi-Fi must be turned off during lecture and the instructor reserves the right to investigate any potential disrupting activity (or rule violations).
- **Cell Phones** - I understand that in today’s technologically advanced world we are all attached to our cell phones like a permanent appendage. However, usage of such devices during lecture time is not only incredibly distracting, but exceedingly rude. Cell phone usage is **prohibited** in class. Please turn phones off or on silent prior to class beginning. All electronics (phones, iPads, music players, etc.) should be secured in a purse, backpack or pocket and remain throughout the duration of class (on the desk or in a lap is not an acceptable location).

**Course Student/Student Interaction Expectations:**

- **Class conduct** – I expect you to behave in a courteous, professional manner during class. Failure to behave in a courteous, professional manner will result in your removal from class or a reduction in your class grade. Again, students are expected to actively contribute each and every class. With that, I expect a respectful and welcoming classroom culture. Act respectfully toward others when they are talking, do not engage in conversations with others when anyone is speaking, refrain from foul language, and value others' points of view.

**Attendance Policy:** Attendance Policy Attendance is expected and roll will be taken. Attendance is a factor in the class participation portion of your grade. One can hardly demonstrate ones professional communications skills if one is absent . Following University policy, 10% of classes are allowed to be missed before deductions are made to your grade. Use your allowed 10% of the classes wisely!

**Grading Policy:** Grading Policy

Theory Exam	25%
1st Case Exam	25%
Final Case Exam	25%
Class Participation, ETS	25%

**THEORY EXAM:** This will be composed of 50 multiple choice questions on the lectures.

**CASE EXAMS:** The case exam will be selected from current news articles posted on Moodle. Students will be expected to analyze the situation portrayed using theory in a professional manner and make suggestions to the CEO. A model discussed in class will need to be fully used.

**CLASS PARTICIPATION:** There will be many opportunities to discuss ideas and cases in class. Your participation will be rewarded. For each case selected for class discussion you will be expected to research, analyze and perform a financial analysis for class discussion. If you demonstrate a lack of preparedness, that will be penalized. Attendance is also a factor. (See Attendance Policy above) :You are expected to take the ETS exam as a condition of passing this class with a positive attitude and appropriate effort. The ETS exam is an important factor in our accreditation efforts

**ETS Exam:** During the final exam period scheduled for your specific section, each student is required to take the ETS exam. This comprehensive, exit exam is required for successful completion of MGMT 490 and your degree program in the Moody College of Business Administration. Failure to take the exam will result in an Incomplete for the course until the exam is completed. The MCOBA accreditation is closely tied to the results of this exam, so it is very important you take it seriously.

**Late Work Policy:** Late Assignments will not be accepted. The deadlines for assignments, quizzes and other work are announced at the beginning of the semester. All assignments must be completed by the deadline.

**Academic Honesty Policy:** Each student is expected to adhere to the standards of academic honesty which are stated in the UL student handbook. Prohibitions against cheating and plagiarism will be enforced in accord with the policies regarding academic honesty as stated in the handbook. No form of academic dishonesty will be tolerated.

**Title IX Policy:** Title IX at the University of Louisiana at Lafayette: UL Lafayette is committed to fostering an environment in which all members of our campus community are safe, secure, and free from Sexual Misconduct of any form, including but not limited to Sexual Assault, Dating Violence, Domestic Violence, and Stalking. The University expects that all interpersonal relationships and interactions –

especially those of an intimate nature – be grounded upon mutual respect, open communication, and clear Consent. Each student has the right to learn and each employee has the right to work in an environment free of Prohibited Sexual Conduct.

Students who believe they have been harassed, discriminated against, or involved in sexual violence should contact the University's Title IX Coordinator ([337-482-1819](tel:337-482-1819)) or visit <http://titleix.louisiana.edu> for information about campus resources and confidential support services, including confidential counseling services.

**Professional Expectations:** This is a professional business class, and all should conduct themselves appropriately. Most correspondence will be handled by *email*, which must be created and sent in a professional format. Please be sure that any email contains your CLASS AND SECTION NUMBER in the subject area. Ask short questions in complete sentences. Close with your name and phone number. Do not wait until the last minute to send emails; plan ahead and allow adequate time for a response.

**Students with Special Needs:** There is free, confidential help on campus for students with Learning Disabilities, Physical Disabilities, Psychological Disabilities, and/or ADHD. Please contact the Office of Disability Services (ODS) located in the Conference Center, Room 126 in person or at 482-5252 or [ods@louisiana.edu](mailto:ods@louisiana.edu). Students can also visit the ODS website (<http://disability.louisiana.edu>) for information on ODS services and on eligibility requirements.

**Emergency Evacuation Procedures:** A map of this floor is posted near the elevator marking the evacuation route and the Designated Rescue Area. This is an area where emergency service personnel will go first to look for individuals who need assistance in exiting the building. Students who need assistance should identify themselves to the instructor.

### **Class Schedule,**

Date	Assignment
8/27	Introduction to Strategic Management and Class Policies
8/29	Chapter 1. Overview of Strategic Formulation and Implementation and Business Models
9/3	<b>Case #2 American Express</b>
9/5	Chapter 2 Porters Model of Competitive Forces
9/10	<b>Case #13 Polaris and Victory Motorcycles</b>
9/12	Chapters 3 & 4 Generic Strategies at the Business Level
9/17	<b>Case #1 Kindle</b>
9/19	Chapter 6 & 7 Corporate Grand Strategies
9/24	<b>Case #7 Invitrogen</b>
9/26	Chapter 8 and 9 International Strategies
10/1	<b>Case #3 BP in Russia</b>
10/3	Fall Break
10/8	Exam Review
10/10	<b>First Case Write Up Exam</b>
10/15	HOW TO GET A JOB- Management Goals and Business Ethics
10/17	Chapter 10 Corporate Governance
10/22	<b>Case #11 Martha Stewart</b>
10/29	Chapter 11 Organizational Structure
10/31	<b>Case #19 Tim Hortons</b>
11/5	Chapter 11 Organizational Systems
11/7	<b>Case #15 Siemens</b>
11/12	Chapter 12 Strategic Leadership

11/14            **Case #16 Southwest Airlines**  
 11/19            Chapter 13 Strategic Entrepreneurship  
 11/21            **Case #20 W.L. Gore**  
 11/26            **Second Case write up Exam**  
 11/28    **Thanksgiving**  
 12/3            Essay Return, Theory Exam Review and and final words  
 12/5            **Theory Exam**

**ETS EXAM-Theory Exam Return**

Day of Exam	Final Exam Times	Scheduled Class	Section
Tuesday, Dec. 10	8:00 AM - 10:30	9:30 - 10:45 TR	2
THURSDAY, DEC 12	8:00 AM -10:30	8:00 - 9:15 TR	1

**General Disclaimer** The above calendar will be followed unless class interests, time constraints, the University calendar or weather dictate otherwise. All estimates of required times are based on typical student capabilities, effort, and non-academic constraints. Actual requirements may vary widely.