

**Sustainable Strategic Management  
MGMT 4910 - 001  
Fall Semester, 2021  
Tuesdays and Thursday - 9:45 am to 11:05 am**

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**“Hope is not a strategy.” -- Rick Page**

**OFFICE HOURS:** Tuesday and Thursday from 8:00 am to 9:30 am, SWH 338. Additional individual/team appointments can be arranged in person or via Zoom. Of course, you can always reach out to us via email.

**PREREQUISITE:** Completion of all functional business courses (mgmt., mkting, finance, etc.) and graduating senior status. Students must be graduating seniors or have a waiver from Dr. Gorman (Special permission granted to accounting and finance majors to take early.)

**COURSE MATERIALS:**

*Sustainable Strategic Management*, 2014 (2<sup>nd</sup> Edition), Stead & Stead, Routledge Publishing, UK, 2014

*Sustainable Strategic Management Course Notes* (on D2L)

*Wall Street Journal* - Subscriptions provided by the College of Business & Technology. Sign up on D2L.

*IBISWorld.com* - Online access provided by ETSU

**COURSE PERSPECTIVE:**

The emphasis in this course will be from a top management perspective. Unlike your other business core and major courses which tend to focus on a single functional area of business, we will focus on the macro business situation. This will entail understanding the interdependence between the organization and its environment. The course will focus on managing organizations in changing environments, which involves the study of strategies and processes which attempt to co-align the firm with its environment, maintain legitimacy with diverse stakeholder groups, provide clear corporate direction, and ensure long term success and survival. The new paradigm of sustainable strategic management will be the cornerstone of the course.

**OBJECTIVES:**

1. To develop an understanding of the "state of the art" of sustainable strategic management and systems thinking, as it is applied in practice (i.e., circular economy). In other words, the objective is for the student to feel comfortable discussing strategy with a CEO after graduation.
2. To apply the student's knowledge of the literature through the use of a team-based, research case analysis utilizing the essential tools of strategic analysis.
3. To emphasize writing executive summaries, presentations and team skills.
4. To develop a better understanding of applied business research as well as to familiarize the student with the current business environment.
5. To stimulate thought and to challenge the student's paradigm!

**CLASS FORMAT:**

The class will be divided into two interrelated, concurrent modules. The first module will be devoted to studying the current sustainable strategic management literature. Three exams will be given over the literature. The second module will focus on applying your knowledge of sustainable strategic management through collaborative research projects. These two modules coevolve with each other throughout the semester.

**COURSE DELIVERY:**

This course will be taught via a hybrid format with most lectures and class meetings delivered in-person in Room 322, Sam Wilson Hall. Over the course of the semester, we will have a few virtual meetings utilizing a video format to bring outside content and guest lecturers into our classroom. These meetings will be scheduled a Zoom to facilitate external participation. Tests will be given on-line through D2L and/or in person.

## **TEAM RESEARCH PROJECTS:**

The class will be divided into teams for the purposes of strategic management research projects designed to apply the sustainable strategic management literature. The team will be stratified according to major. Each team will extensively research and analyze a firm and its industry/business ecosystem. The project will consist of two executive summaries, not to exceed three pages, with references and appendices, using APA style. **The grade will be determined by:** The amount of research done, the analysis of the research data, the application of the sustainable strategic management literature, and the ability to tie the research done in appendices into the executive summary. Specifically, the team project includes:

**Midterm Executive Summary (3 pages)** - An external analysis of the firm's coevolving macro-environmental sectors, industry segments, competitors and business ecosystems, concluding with the identification of the firm's top opportunities, threats and scenarios for the future.

**Final Executive Summary (3 pages)** - An internal analysis of the firm's capabilities, resources and a determination of core competencies. An identification, analysis and evaluation (using midterm data) of all levels of the firm's strategies with recommendations for changes in strategies to address major strategic issues will be included in the executive summary.

Project rubric for midterm and final executive summaries will be posted on D2L.

## **PEER RATINGS:**

Each team assignment in the class will involve peer evaluations. Each student will rate his/her fellow team members on a scale of 1 (poor) to 10 (excellent) based on quantity of effort, quality of effort and team esprit de corps. Individual ratings are due with the submittal of both mid-term and final projects.

All team members who achieve an average peer rating of 9 or greater will be awarded the full team grade on the paper or presentation. Any student receiving less than a 9 average on the peer evaluations will be awarded a grade calculated by the following formula:

$$(\text{Average Peer Evaluation}/9) \times \text{Team Grade} = \text{Individual Grade}$$

## GRADE DETERMINATION:

Your final grade will be determined according to the following methodology:

First exam *	= 125 pts.
Second exam*	= 175 pts.
Third exam*	= 200 pts.
Midterm project	= 150 pts.
Final project	= 250 pts.
Participation**	= <u>100 pts.</u>
<b>Total</b>	<b>= 1000 pts.</b>

\* In order to pass the course, each student must have a passing average (65%) on the three exams. All tests will be conducted on-line via D2L.

\*\* The participation grade will be determined on the basis of current event presentations (with a one-page outline) and class attendance. The current event presentations must be relevant to the course material being covered and count for 50 points of the participation grade. The purpose of these current event presentations is to encourage each student to keep abreast of what is currently happening in the global business environment and to give students more experience in speaking in front of groups. The College is providing each student with a subscription to the *Wall Street Journal* to use.

Current event presentations will be limited to two presentations a class period. A sign-up sheet will be provided to pre-schedule presentation times. **The last day for current event presentations is November 23.**

## GRADING SCALE:

A	= 930 points - 1000 points
A-	= 900 points - 929 points
B+	= 870 points - 899 points
B	= 830 points - 869 points
B-	= 800 points - 829 points
C+	= 770 points - 799 points
C	= 730 points - 769 points
C-	= 700 points - 729 points
D+	= 670 points - 699 points
D	= 650 points - 669 points
F	= Below 650 points

**MAKE-UP EXAMS:**

Make-up exams will be given only if a student informs the professor before missing the scheduled exam. **Missing an exam without permission will result in a score of 0 for that exam.**

**SCHEDULE OF KEY EVENTS FOR FALL SEMESTER, 2021:**

**AUG 24** - Class Orientation and Setting of Expectations

**AUG 26** - Who Am I" Presentations

**SEP 2** - Current Event Briefings Start

**SEP 7** - Research Project Teams Formed and Project Industry/Firms Selected

**SEP 30** - First Exam on Chapters 1,2 and 3 (ON-LINE TESTING)

**OCT 14** - CEO Elevator Talk on Mid-Term Research Project

**OCT 19** - Mid-term Research Project Due

**OCT 26** - Second Exam on Chapters 4 and 5 (ON-LINE TESTING)

**NOV 18** - Third Exam on Chapters 6, 7 and 8 (ON-LINE TESTING)

**DEC 2** - CEO Elevator Talk on Final Research Project

**DEC 7** - Final Research Projects Due

**DEC 9** - Return and Review Final Research Projects

**DEC 10** - Final Grades Posted

**DEC 11** - Commencement!!!

**CLASSROOM CULTURE:**

**WE HAVE A DEVICE FREE CLASSROOM:** When you come to class please be fully present. Cell phones are to be turned off before class begins. No laptops, tablets or other devices are to be open during class unless you are using those devices to take notes. Research shows that open devices reduce the attention and learning of the user and of others around them.

**CLASSROOM ETIQUITE:** No one is to get up and leave during the class period unless it's an emergency, discussed with Jim before class starts.

**CLASS ATTENDANCE AND PARTICIPATION:** Your class attendance decisions are yours to make. Attendance will be taken each class period and class attendance and participation represent 50 points the student's grade. If you have to miss class, please let Jim know in advance.

Being present in class is a prerequisite for participation. We not only want your physical presence, but also your mental presence. This entails being prepared to contribute your ideas to class discussion relating to current events, your firm and your industry.

**SUCCESS CRITERIA:** This course will be a successful learning experience for the professor and the students if each is willing to invest his or her presence, mind and effort. Above all else in this class is effort. You will find that if you study, attend class, pay attention and participate, you will learn something, as well as make a good grade.

**ETHICAL BEHAVIOR OF STUDENTS:** It is the responsibility of each student at ETSU to behave in an ethical and honorable manner when completing course requirements. This responsibility is especially important for business students since the public perceives that business practices are often contrary to public ethical standards. Therefore, we, the business faculty at ETSU, are determined to do our best to ensure that the students we graduate are not only technically qualified but also morally qualified to enter the business world.

Behaviors such as getting unauthorized outside assistance on exams and projects, plagiarizing the works of others (previous papers, papers on the internet, etc.) or cheating on exams will not be tolerated. In particular, plagiarizing has been very prevalent in this class. Students found guilty of academic misconduct are subject to penalties ranging from a failing grade for the work to dismissal from the university. Since all team members' names will be on the exercises, all team members will be held accountable if plagiarism or other academic misconduct is discovered.