Business 455 – Strategic Management
Section 1

SEMESTER Fall 2011
MEETING TIME Tuesday 06:00 PM to 09:10 PM
LOCATION Sage 2239 - Executive Training

INSTRUCTOR Tanvi Kothari, Ph.D.
Assistant Professor of Management
College of Business
University of Wisconsin Oshkosh
800 Algoma Blvd, Sage Hall 2463
Oshkosh WI 54901 USA
Office Phone: 920-424-7195
Fax: 920-424-7413
Email: kotharit@uwosh.edu
Home Phone: 267 879-4332

OFFICE HOURS Sage Hall 2463
Mon - 5.00pm to 5.30pm
Tue - 4.00pm to 4.30pm
or by appointment

REQUIRED MATERIALS
• Your instructor may employ other material which will be provided through D2L.

It is strongly recommended (but not required) that you read and subscribe to at least one business publication. The following business publications are available at the UW libraries or via short-term subscription: The Wall Street Journal, Business Week; Fortune; Forbes; The New York Times; The Economist.

COURSE OBJECTIVES
To provide the student with the critical thinking skills necessary to function as a strategic manager or to perform the tasks comprising the strategic management process – this is the primary objective of this course.

Integration of knowledge gained from previous functional and core courses in business to develop a holistic appreciation and understanding of the complex relationship between organizations and their environment. Development of ability to work effectively in a cross-functional setting.

Development of a clear concept of strategy and strategic thinking and ability to utilize a conceptual framework for analyzing industries and competitors, operating in a global economy.

Development of an appreciation for the scope and depth of CEO's role in organizations.

Understanding the role of collaborative strategies: strategic alliance, joint ventures, acquisitions and mergers.
Development of **skills** needed for problem solving and decision making; effective oral and written presentations; and the use of computerized media, to collect, organize, analyze and present findings and recommendations.

Develop the ability to **work effectively in teams**, using interpersonal, communication and leadership skills. To provide students with experience in dealing with real strategic decision issues confronting managers in all **manners of organizations**: business and not-for-profit; large and small; and domestic and multinational, primarily through the use of the case method; and

In sum, to prepare the student for the "**real world of work**" in all its settings.

**PEDAGOGY**

This is a capstone course in business management that introduces the student to concepts and practice of strategy. A cross-functional perspective of strategy formulation and implementation in a variety of organizations will be utilized. Students, in addition to lectures and discussions, will learn through hands-on projects that involve in-depth company and industry analyses, holistic case-analyses, computer simulation, guest speakers and field visits. These objectives are sought to be achieved through following pedagogy:

- **Lectures** to provide theoretical, conceptual and analytical frameworks for understanding strategic process.
- **Case Analyses** to encourage critical thinking, problem solving, integrative and application abilities. This course utilizes case studies. Assigned cases must be read and studied with great care. Students prepare for class by having command of the key facts of the case.
- **Socratic Method** is used to discuss cases. This involves the professor calling on students at random and challenging their knowledge, analysis, and recommendations. The key question in every case is: What should the managers (in the case) do?
- **Oral Presentations** to develop skills of oral persuasion, listening and critically understanding others point of view.
- **Written Reports** to develop skills that help present one's analysis in an effective and persuasive manner.
- **Simulation** to provide an experiential dimension to the classroom learning, by requiring students to run a computer simulated company.
- **Team Projects** to develop ability to effectively interact with other team members, hone interpersonal skills and benefit from cooperative learning.
- **Guest Speakers** who would share with students their insider view of strategic process, ethical dilemmas and other issues facing practitioners.

**COURSE COMMUNICATIONS**

Course-related communications will be through University of Wisconsin Oshkosh email account (e.g., john.doe@uwosh.edu).

Course-related documents and information such as syllabus, announcements and other documentation will be available for students on D2L.

**ADMINISTRATIVE POLICIES**

Each class session will be used to clarify problems in the readings and then elaborate on the text content. Individual questions are welcome in class discussion as long as the question fits in the scope of discussion. You are encouraged to post questions on the discussion Board for various assignment related questions.

You should have personal copies of the readings and access to simulation software. Additional course materials are posted to your BA 455 class D2L.

**Attendance:** Students are advised to take the attendance issue very seriously. If the student is not in class OR comes 10 minutes after the class begins, 10 points will be subtracted for every such absence.
Multiple excused and unexcused absences, tardiness and early or late class departures/arrivals respectively may result in a lower grade.

**Professionalism** – Laptops, PDAs and other electronic devices will remain closed during class and cellphones should be turned off. Inappropriate behavior (including but not limited to: cell phones usage, eating, reading unrelated material, excessive talking with your neighbor etc.) is considered inappropriate in the classroom. Any violation of the above policy will result, in a onetime warning, there will not be a second warning and for each subsequent event the student(s) will be asked to leave the room for the remainder of the session.

**DISABILITY DISCLOSURE STATEMENT:** Any student who has a need for accommodation based on the impact of a disability should contact the instructor privately to discuss the specific situation as soon as possible. For more information contact University Disability Services at (920) 424-3100 or visit their office in 125 Dempsey Hall to coordinate reasonable accommodations for students with documented disabilities.

**Assignment Due Dates:** All written assignments must be submitted in class on the due dates BEFORE the class begins. Late assignments will not be accepted. All assignments must be typed (double spaced) with one-inch margins all around, and turned in on time unless written permission from the instructor is obtained in advance of the due date time (your instructor may give you more specific instructions as to exactly where, when and how she wants assignments submitted). Please do not ask to be an exception to this policy, since it would be unfair to your classmates. If you have a serious problem in meeting any deadline, see the instructor about it before the assignment due date, not afterwards.

**STUDENT EFFORT AND OVERALL EVALUATION**

**Individual**
- Exam 1 100
- Exam 2 100
- Attendance
- Preparation, participation, attitude 100
- 100
- Individual Case Position Papers 50
- Simulation Quizzes (Open Book) 50

**TOTAL 500**

**Team**
- Simulation: Strategy Game Plan 100
- Simulation: Performance Score 100
- Team Case Analysis Report & Presentation 200

**TOTAL 400**

**GRAND TOTAL 900**

**Grading Scale for Final Score**
- 93.0 % and above A
- 90% - 92% A –
- 89% - 87% B +
- 86% - 84% B
- 83% - 80% B –
- 79% - 77% C +
- 76% - 74% C
- 73% - 70% C –
- 69% - 67% D +
66% - 64% D
63% - 60% D –
59% or below F (Fail)
These ranges are approximate. The instructor reserves the right to modify the ranges, if she finds it necessary.

Course Schedule
The following schedule is tentative. We may spend more or less time on topics than we anticipate, and we may add topics based on your interest or what is happening in the world.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings and Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 13</td>
<td>Discussion of How the Course Will Be Managed</td>
<td>Introduction To the Course, Strategy Process: An Overview, Power of Vision, Team Formation and Simulation Codes Chapters 1 &amp; 2</td>
</tr>
</tbody>
</table>

**Complete Simulation Quiz 1**
**by 09/17**

Sep 20
Industry and Competitive Analysis (External Environmental Analysis)
Introduction to Strategy Simulation
Chapters 4
Simulation Documents

**Complete Simulation Quiz 2**
**by 09/22**

Sep 27
Industry and Competitive Analysis (Company Internal Analysis)
BSG Discussion
Chapter 6

**Simulation Practice Decision**
1 – Due at 10.00am
Oct 4
Company Internal Analysis
BSG Discussion Team Meetings - Work on Strategic Plan

**Simulation Data Reset at 11.59pm**
Chapter 6

**Simulation Practice Decision**
2 – Due at 10.00am
Oct 11
Library Info Session
Strategic Choice: Business Level Strategy
Chapters 7 & 8

**Year 1: Decision # 1 and BSG**

**Simulation Strategic Plan**
**Due at 06.00pm**
Oct 18
Global Strategies
Chapter 5

**Year 12: Decision # 2 Due at 10.00am Oct 25**

**Exam I**
Chapter 1, 2, 4, 5, 6, 7, & 8

**Date**
**Topic**
**Readings and Assignments**
Nov 1
Strategic Choice: Multibusiness
Instructional Case Analysis: General Electric

**Individual Practice Case Position Papers Due**
Chapter 9
Guide to Strategic Management
Case Analysis
Assigned Reading on D2L

**Year 13: Decision # 3 Due at 10.00am**
Nov 8
Strategy Implementation - Organizational Structure and Culture
TBD

**Year 14: Decision # 4 Due at 10.00am**
Nov 15
Corporate Social Responsibility & Ethics

**Review**
Chapters 3

**Year 15: Decision # 5 Due at 10.00am**
Nov 21-22

**EXAM 2**
Chapters: 3, 9, 10, 11, 12, 13
Nov 22

**Deans Visit**
Team Meetings to Work on Presentations

**Peer Evaluations Available at 10.00am**

**Year 16: Decision # 6 Due at 10.00am**
Nov 29

**Case Presentation**: Southwest Airlines (Team A)
**Case Presentation**: The Apollo Group, Inc (Team B)
**Case Presentation**: IMAX: Larger than Life (Team C)
Peer Evaluations Due at 10.00am

**Position Papers Due From Individuals from Teams D, E, & F**
Dec 06

**Case Presentation**: Research in Motion – Entering a New Era (Team D)
**Case Presentation**: Cardinal Health, Inc. (Team E)
**Case Presentation**: Whole Foods Market 2007: Will There
be Enough Organic Food to Satisfy Growing Demand?
(Team F)

Position Papers Due
From Individuals from
Teams A, B, & C
Dec 13

Presentation Feedback
Group Case Analysis Report Due in Class
Course Review
Dec 17

COMMENCEMENT CEREMONIES
*Please read chapters before class

CHANGE IS THE ONLY CONSTANT THING IN LIFE!!!
YOUR INSTRUCTOR WILL COLLECT THIS ATTESTATION BY THE THIRD CLASS SESSION. HOWEVER, DO NOT SUBMIT THIS SIGNED FORM UNLESS YOU ARE FULLY IN ACCORD WITH THE STATEMENTS BELOW. IF YOU NEED MORE TIME BEFORE YOU CAN HONESTLY SIGN THE FORM, YOUR INSTRUCTOR WILL GLADLY PROVIDE IT.

I acknowledge that I have read and fully comprehend the foregoing course description. I understand the course requirements, my obligations and work responsibilities for the course and towards my project team. Any questions that I have had concerning the Business Policies course objectives, course administration, required attendance, student performance expectations, TU’s plagiarism policy and grading policies either have been fully answered by the material provided to me or by my instructor.

__________________________ (Signature)
__________________________ (Printed name)
__________________________ (Date)