28-455 (interim) Strategic Management
Spring 2012

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Office Hours: 11:30 a.m. - 1:00 p.m. (And by Appointment)

INSTRUCTIONAL MATERIALS:

Pearce and Robinson Strategic Management (12th edition) McGraw-Hill- Irwin. Additionally, there will be a set of readings available in D2L. General References: Business Week, WSJ, Fortune, Forbes etc.

COURSE OBJECTIVES

1) 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.
2) 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.
3) 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.
4) Development of an appreciation for the scope and depth of CEO’s role in organizations.
5) Understanding the role of collaborative strategies: strategic alliance, joint ventures, acquisitions and mergers.
6) 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.
7) Develop the ability to work effectively in teams, using interpersonal, communication and leadership skills.
8) 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
9) In sum, to prepare the student for the "real world of work" in all its settings.

CONTENT OF THE COURSE

This course allows you to develop your analytical skills of strategic management issues. You will also be expected to apply knowledge and analytical skills gained from other course work. These objectives will be approached using an industry analysis and discussion of current issues.

1) Industry Analysis (group project)

The latter part of the course will emphasize industry analysis. My expectation is that since you will learn to look at a business from an integrative perspective, you will then be able to apply what you have learned to actual situations.

Steps to Industry Analysis:
1. Your position is that of an internal business consultant to the chief executive officer of a company. You have been hired to do a strategic analysis of a particular company and the industry it is in using the outside research materials and professional tools provided in the text. The goal is to determine what direction the company should take and make specific strategy recommendations about what the company should do next and why. Sometimes you may determine problem areas and call attention to certain problems that exist.
2. In all your presentations (written or oral), you should consider yourselves as a part of the company. For example, you should say, "This is what we should do." DO NOT rehash facts about the firm that would already be
well known to the managers (for example details of company history or biographies of managers) unless you have some specific point or conclusion to make that helps answer the basic question, "What next and why".

3. To obtain an overall understanding of the company, identify its Mission-Objectives-Strategies.

4. Using tools and concepts from the text plus information from your outside research perform an industry and competitive analysis. If the industry has many competitors, you may pick the top three or four in addition to your specific company.

5. Identify the pertinent opportunities and/or threats that you perceive facing the company by analyzing the market environment of the firm. Identify and evaluate trends and developments significant to the industry and especially to the company. These might include changes in both economic and non-economic areas such as change in prices, in competitors, in technology (products and processes), in general financial conditions (state of the economy, interest rates), in political and legal (regulatory) forces, and in social values.

6. Identify the key strengths and/or weaknesses of the company. What are the key tasks that must be performed to succeed in this industry? What is the distinctive competence of the firm relative to competition? Evaluate the resources, managerial, marketing, financial, production (operations) available to the company. Resources may be evaluated relative to competitors (industry). Evaluate the effectiveness of structure (formal organization, information systems and control systems) relative to the perceived opportunity or threat.

7. Identify and evaluate the personal values and skills of key executives who must contribute to or assent to strategy. Consider how attitudes toward risk, internal company climate, standards of business conduct and social issues may affect strategy and structure. Consider the unique capabilities of top managers and the probable effects on strategy and structure.

Your conclusions and recommendations should focus on professional and documented answers to the question, "what next and why?" Merge the above into a logical, clear, integrated presentation documented by research evidence using strategic management concepts and tools from the text and lectures.

Each group must meet with me in person twice. During the meetings we will discuss how the project is going and how I might help you produce a better final product. It would be highly unusual for this meeting to take longer than 15 minutes.

A) Written Part

Analysis and evaluation is the major part of all written projects. Explanations will consist of arguments and evidence developed from the case and outside sources. You should explain the firm's corporate strategy after analyzing opportunities, threats, weaknesses, executive values and other factors listed in Industry Analysis. You might begin by indicating the company's situation, strategy, and the significant problems and issues that confront management. For example, what are the reasons for any success or failures? What do the actions and case facts indicate the firm's policies and strategy to be?

From your analysis, what recommendations might be made? Such recommendations can focus at any level of the decision process. For example, the first step is mission and purpose. Perhaps your evaluation indicates the company's purpose is not clear or is not compatible with the industry structure. Are the operating strategies consistent with the mission? Is there a fit between and among all the elements? If the answer to these questions is no, then specific recommendations (not platitudes) to correct these weaknesses or inconsistencies are warranted. Recommendations should be made only if backed by analysis and logic. Trivial or unrealistic recommendations or recommendations which would be inconsistent with the firm's goals and resources, the environment, and the CEO must be avoided.

Written analyses will be graded on the effectiveness of the content. However, good form like good content is also important in gaining acceptance for your ideas. If you provide the world's greatest analysis but it can't be read, then it is not very effective. Proper grammar, correct spelling, and clarity of organization and expression are requirements for a satisfactory paper. Developing an outline of the analysis before drafting the report will enable you to organize the material and make it easy to read. A strong thread of logic, adequate headings, good paragraphing, simple words, and avoidance of complex sentences such as this one make a report readable. There is no standard solution to which everyone is compared. Each presentation or paper will be evaluated on its own merits.

B) Oral Presentation of industry analysis
At the end of the semester each group is scheduled for one oral presentation to present the results of its industry analysis. These should be 30-45 minutes in length. Overheads, handouts, and other visual aids must be used. Professional appearance, language, and decorum are essential. The quality of the presentation is important. Teams will be evaluated on how well they communicate their information. Reading your report will not suffice! The utilization of various visual aids is an essential part of the presentation! Creativity is an important aspect of the presentation that will carry significant weight.

Although all group members must be involved in the project, each member NEED NOT present a segment. Segment definition is the responsibility of the group. You must provide a paper copy of the overheads used in presentation and a bibliography to me and at least an agenda to the other class members in attendance.

Indicate the outside sources you used. Exhibits may be attached to the agenda where you feel such exhibits help the listener understand points you are making or how you are using various professional tools from the text or other disciplines within your college curriculum.

For the oral presentation and the written paper your grade will be weighted on the following criteria: Industry analysis: 40-50%; Company operations and financial analysis: 30-40%; Recommendations: 15-25%. Unprofessional practices such as poor spelling, grammar, punctuation, not adhering to time or space specifications, poor presentation etiquette, and other administrative errors will result in a penalty of up to 20% of your grade. Other groups will be given an opportunity to express their opinions and discuss the points raised during the presentation.

C) Discussion of Oral Presentations

At the end of the oral presentations, the individual students and/or groups will analyze the presentations. Students and the instructor may direct questions or suggestions to individual groups, specific group members, or the entire class.

2) Written case analysis

During the semester we will have written case analysis and discussion. The written analysis will be due at the beginning of class on the day that case is presented. Typically the case write up is 3-4 pages long (presenting group may go longer). Again, depending on the type of question or problem at hand, students may use exhibits such charts, tables, and professional strategic planning tools found in the text. CASE IS DUE ONE DAY BEFORE PRESENTATION DATE. There are 6 such cases.

3) Case presentation

One group will lead the discussion for each case. This group will be responsible for presenting their solutions and discussing the suggestions made by others. The discussions will be designed to point out strengths and weaknesses of the presentations, and to indicate major areas of difference in analysis and recommendations. Some time will be devoted to general class discussion of the case.

4) Class attendance and participation

Attendance will be taken in class. You will begin at 35 points for class attendance as well. If you must miss class for work, interviews, or other demands on your time, you will lose proportionate (3) points per absence. The remaining 35 points will be available for class participation. If you raise questions, have comments, interesting news articles, or answer questions in class you will accumulate points. In other words, if you show up for all classes but do not participate you will remain at 35 points out of a possible 70. Rule No. 1 for this course: DO NOT JUST NOT SHOW UP FOR CLASS! My policy for late assignments is as follows: the first late assignment gets an automatic reduction of one letter grade. If you have a second late assignment, I will not accept it.

5) Peer evaluations

At the end of the semester students will evaluate their group members. I take these evaluations very seriously. Points will be added or subtracted for attendance, contribution, participation towards the group projects. There are 30 points allocated for this purpose.
6) Exams
During the semester there will be a mid term and a final exam. There are 75 points allocated for each.

7) ETS exam
This is a required activity for all capstone classes. Details of this requirement will be discussed in the class.

EVALUATION
Class discussion & attendance.....................................35+35 points
Mid term exam..............................................................75 points
Cases (5) ..............................................................................150 points
Group oral presentation on cases (1)............................ 25 points
Group written industry reports (1)...............................100 points
Group oral presentation of industry analysis (1)...........50 points
Peer evaluation.................................................................30 points
Final exam.................................................................75 points

Total........................................................................575 points

There will be a total of 625 points given in the class. Final grades will be calculated as follows:

Grading Scale for Final Score
93.0 % and above A
90% - 92.9% A –
87% - 89.9% B +
84% - 86.9% B
81% - 83.9% B –
78% - 80.9% C +
75% - 77.9% C
72% - 74.9% C –
69% - 71.9% D +
66% - 68.9% D
63% - 65.9% D –
62.9% or below F (Fail)

CRITICAL ISSUE: This course is a Time- intense course. I expect full participation from every student. I anticipate that we will use be emailing each other rather frequently. It would be a good idea for you to check your email messages every other day AND at least a couple of hours before class. There is a course website set up in D2L. Students are strongly encouraged to use it for course related activities.

COURSE SCHEDULE (Tentative)

Day 1 May 14
Introduction, Course Syllabus and Schedule
Groups and group projects and assignments
Lecture on and Discussion Text Chapter 1

Day 2 May 15
Lecture on and Discussion Chapter 2 Company Mission and 3 Corporate Social Responsibilities
Group Preparation Time for case preparation

Day 3 May 16
Lecture and Discussion on Chapter 4 External environment
Lecture and Discussion on Chapter 6 Internal Analysis

Day 4 May 17
Lecture and Discussion on Chapter 7 Long-Term Objectives and Strategies
Case 1 on Corporate Social responsibility (Fiji Water- case #9 in the text)

Day 5 May 18
Lecture and Discussion on Chapter 8 Business Strategy
Group Preparation Time for case preparation
COBA Feedback Session Associate dean and Undergraduate Programs Director

Day 6 May 21
Case 2 on industry analysis (Oil and Gas industry- case #14 in the text)
Lecture and Discussion on Chapter 9 Multi-business Strategy

Day 7 May 22
Mid term exam
Case 3 on Business Strategy (Pet food industry and PetSmart vs. Petco – cases #4 &5 in the text)

Day 8 May 23
Lecture and Discussion on Chapter 10 Implementation
Lecture and Discussion on Chapter 11 Organizational Structure

Day 9 May 24
Case 4 on Organizational structure: Warner Lambert (to be handed out in class)
Group Preparation Time for final project

Day 10 May 25
Lecture and Discussion on Chapter 12 Leadership & Culture
Lecture and Discussion on Chapter 13: Strategic Control
Group Preparation Time for final project

Day 11 May 29
Case 5 on Strategic decision (Scotts Miracle-Gro case #26 in the text)
Group Preparation Time for final project

Day 12 May 30
Team Presentations 1 & 2

Day 13 May 31
Team Presentations 3 & 4

Day 14 June 1
Final exam and Team Presentation 5

Please note this is the tentative schedule and is subject to change. If we have to modify the schedule you will be notified well in advance.