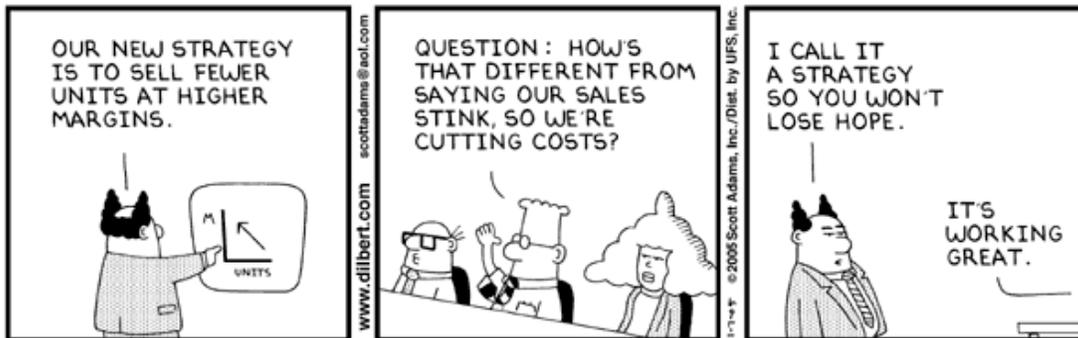


Management 4219
Strategic Management



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Instructor: Dr. Brandon Ofem

Class: Tuesday and Thursday 9:30 am – 10:45 am

Classroom: AB Hall 1

Office: AB Hall 216

E-mail: ofemb@umsl.edu

Office Hours: Tuesday & Thursday 8:30 am – 9:20 am, or by appointment

Required Text and Materials:

Mastering Strategic Management:

<https://students.flatworldknowledge.com/course/2402483>

Course packet.

http://www.study.net/r_mat.asp?crs_id=30116212

I. Course Overview:

Strategic management is a field driven by the fundamental question: “Why are some companies more successful than others?” Students will learn tools, techniques, and approaches often used by top managers to navigate the competitive landscape. They will apply these “strategic tools” in a variety of managerial cases across a range of industries and organizational contexts. In doing so, students will gain a deeper appreciation and understanding of the complexities involved in leading entire companies. Ultimately, students should complete this class as more skillful business analysts and strategists.

II. Learning Outcomes:

- Increase student understanding of what managers should and should not do in guiding a business to success.

- Build student skills in sizing up company resource strengths and weaknesses and in conducting strategic analysis in a variety of industries and competitive situations.
- Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action.
- Enhance student sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or “back-of-the-book” answers.
- Gaining in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

Evaluation Criteria

Your final grade for the course will be based on the distribution below.

Exam 1	100 points
Exam 2	100 points
Exam 3	100 points
Team project	100 points
Participation	50 points
Assessment exam	20 points

The projected cutoff points for As, Bs, Cs, and Ds are based on 90%, 80%, 70%, and 60%, respectively. Exam questions will reflect information and ideas presented both in lecture and the assigned readings.

Description of Graded Assignments:

Exams

There will be 3 mandatory exams consisting of multiple-choice questions. The exams are not comprehensive. The content of the exams will include material from the chapters and material discussed in class (including cases). The purpose of these exams is to hold the students accountable for mastering the material.

Class Participation and Attendance

This class relies heavily on the case method. As such, active student participation is required. Participation will be evaluated based on the following rubric:

- *20-25 points: Student regularly attends class, shows initiative, and demonstrates superior understanding of course material by providing additional insights outside of the assignment material.*
- *15-19 points: Student regularly attends class, demonstrates basic/average understanding of course material.*
- *0-14 points: Student has unexcused absences and/or does not demonstrate basic understanding of the course material.*

The other half of the participation grade is based on peer evaluations on the team projects. Teammates will evaluate one another according to the following rubric:

- *20-25 points: Teammate worked well with others and was a valuable contributor.*
- *15-19 points: Teammate contributed somewhat to the team project.*
- *0-14 points: Teammate did not really contribute much to the project.*

Team Project

At the outset of the semester, students will be assigned to teams of approximately 4. Each team of students is expected to submit a strategic analysis as a final semester project and to make a presentation on this project. The semester project entails writing a strategic plan for a publicly traded company of your choice. It cannot be a company extensively covered in class and must be approved by the instructor. It must be approved prior to the 4th week of the semester. Although there are no strict length limitations for this exercise, it is expected that most plans will be around 9-12 pages (double spaced, size 12 font) excluding appendices. The plan should incorporate formal tools of strategic analysis (e.g. Porter's Five Forces, SWOT Analysis, etc.) and data analysis (e.g. using financial statements, news articles, etc.) in making recommendations. The final presentation of this plan to the class is allocated 15 points out of the 100 points assigned for the project. The presentations will be graded by the instructor and should be around 20 minutes (15 minutes for presentation and 5 minutes for questions). Teams must have had a least one timed rehearsal prior to the presentation. The rubric for this exercise is at the end of the syllabus.

Each group's work should be conducted specifically for this course. Groups should not use business analyses prepared for other classes as the basis of this assignment. Individuals are expected to participate equally in terms of their contributions to the group projects.

Individual Research Paper Extra Credit

If a student wishes to earn extra credit, he or she can write an individual case analysis for up to 10 bonus points on any publicly traded company (*except for your team project company*). The total points awarded will be based on the level of rigor and depth of research. The individual write-up should follow the guidelines of the group project rubric. The points will be added directly to the total points earned by the student prior to the calculation of the semester grade. If all points are earned this would translate into a 2% increase in the final grade.

News Articles Extra Credit

Another option for extra credit is to find at least one news article (e.g. from the Wall Street Journal, New York Times, Washington Post, etc.) that illustrates a key concept

from each chapter of the textbook. The uploaded document should include a link to each article, a summary statement of how the article illustrates a key concept from each chapter, and your own opinion/perspective about the article. If fully completely (i.e. at least 10 articles, summary statements, and reflections), a student can earn 5 bonus points.

Make-up Exams

Make-up exams are given only for excused absences or if the student has obtained the instructors' approval. If you miss an exam with an unexcused absence you will receive a zero for the exam. The University defines the following as excused absences: illness of the student or serious illness of a member of the student's immediate family; death of a member of the student's immediate family; University sponsored trips; or major religious holidays. In each foreseen case, written verification will be required at least one week before the scheduled exam and permission to miss an exam must be secured before the scheduled exam time unless the cause of the absence is unforeseen. **If you miss an exam for an unforeseen reason you should contact me as soon as possible.** The makeup exam will be held at one time during the week following the regularly scheduled exam time.

Major Field Exam

The highest, middle, and lowest percentiles will be 19/20, 17/20, and 15/20, respectively.

Returning Exams and Appeal Procedure

Graded exams will be returned within one week after the scheduled day of the exam. Anyone feeling that a dispute exists after the grading of an exam may submit a written grievance. This grievance should identify the item in dispute and arguments supporting the student's position. The appeal should be stapled to your exam and must be submitted within two class periods following the return of the assignment. The instructor will return a written response to the student's grievance within two periods from the receipt of the grievance.

Cheating

Cheating is in no way tolerated at UMSL. Anyone caught cheating will be penalized. The full penalty will be determined in consultation with the Chairman of the Department of Management.

MyGateway

I will post course announcements on the class MyGateway site. Be sure that the email address linked to your blackboard account is an address that you check on a daily basis.

Students with Disabilities

If there is any student in this class who has special needs because of a learning disability or any other kind of disability, please feel free to discuss this matter with me.

Course Expectations

- ◆ **Being Prepared:** Students are expected to read assigned material prior to class and participate in class discussion and activities. Do not be afraid to participate because of the size of the class and never hesitate to ask questions and/or offer insights.
- ◆ **Being in Class:** As a class designed for much classroom discussion, participation is mandatory. Missing class will only make the process of absorbing this material more difficult. There will also be material discussed in class that might not be found in the text.

Course Calendar (Tentative):

Date	Topic	Reading	
Aug. 22	Mastering Strategy: Art and Science		
Aug. 24	Mastering Strategy: Art and Science	Chapter 1	
Aug. 29	Leading Strategically		
Aug. 31	Leading Strategically	Chapter 2	
Sep. 5	Evaluating the External Environment		
Sep. 7	Evaluating the External Environment	Chapter 3	
Sep. 12	Case 1	Tesla	
Sep. 14	Managing Firm Resources	Chapter 4	
Sep. 19	Case 2	Chick-fil-A: A Bird of a Different Feather	
Sep. 21	Exam 1		
Sep. 26	Selecting Business-Level Strategies	Chapter 5	
Sep. 28	Selecting Business-Level Strategies		
Oct. 3	Case 3	Amazon	
Oct. 5	Competitive and Cooperative Moves	Chapter 6	
Oct. 10	Competitive and Cooperative Moves		
Oct. 12	Case 4	Netflix	
Oct. 17	Competing in International Markets		
Oct. 19	Competing in International Markets	Chapter 7	
Oct. 24	Exam 2		
Oct. 26	Selecting Corporate-Level Strategies		
Oct. 31	Selecting Corporate-Level Strategies	Chapter 8	

Nov. 2	No class	Team Project Work	Outline or rough draft due for team project
Nov. 7	Executing Strategy through Organizational Design		
Nov. 9	Executing Strategy through Organizational Design	Chapter 9	
Nov. 14	Leading an Ethical Organization	Chapter 10	
Nov. 16	Case 5	BP and the Deepwater Horizon	
Nov. 18	No Class	Fall Break	
Nov. 23	No Class	Fall Break	
Nov. 28	Exam 3		
Nov. 30	Team Project Presentations		Final papers due
Dec. 5	Team Project Presentations		
Dec. 7	Team Project Presentations		

GROUP PROJECT GRADING RUBRIC

Analysis and Evaluation	<i>Assessment of External Environment.</i> Assess the external environment (general, industry, and competitor) to identify threats and opportunities .	20
	<i>Assessment of Current Strategy.</i> Using the knowledge that you obtained in Chapters 1 - 5 to explain and assess the company's current position (resources, capabilities, core competencies , business level strategy).	20
Recommendations	<p><i>Recommendation.</i> Using knowledge of the company's internal resources and capabilities, provide suggestions of ways for the company to improve (making sure to recognize strengths and weaknesses). What other commitments are necessary to reignite growth, position the company for the future and win a competitive advantage by exploiting the company's core competencies?</p> <ul style="list-style-type: none"> • Clear linkage between problem analysis and recommendations • Innovative utilization of data collection and analysis methods • Examination of implications of recommended actions • Suggestion for studies to build upon the existing case study and recommended actions 	40
Presentation	The presentation & summary were delivered in a professional manner (e.g., presenters made frequent eye contact with the audience, exhibited enthusiasm for the topic, did not read their presentation, handled questions concisely and knowledgeably, were dressed professionally, the sections of the presentation did not duplicate content, the presentation appeared as an integrated whole—not a series of individual reports).	20
	Total Score:	100