

**Management 4219
Strategic Management**

Instructor: Dr. John Palmer
Class: Online (Fall, 2017)
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Office Hours: 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=30110503

I. Course Overview:

Strategic management is concerned with the overall operations of organizations from the perspective of the general manager. Most business-related coursework that you have completed to this point has examined concepts and practices within functional business areas, including accounting, finance, management, and marketing. In contrast, we will be taking a more wholistic look at operations of enterprises in this course and will focus heavily on examining interrelationships between functional business areas in formulating, implementing, and evaluating entire strategies of enterprises, ultimately enabling them to compete effectively in global and domestic industry settings. You will learn tools, techniques, and approaches often used by top managers to navigate the competitive landscape and will apply these tools across a wide range of industries and organizational contexts.

II. Course Description

Prerequisites: Senior standing and FINANCE 3500, MKTG 3700, MGMT 3600; a minimum overall GPA of 2.0.; and concurrent enrollment MGMT 4220. This is a capstone course drawing on the subject matter covered in prerequisite courses. Emphasis is on the formulation and implementation of corporate, business and functional strategies designed to achieve organizational objectives. Topics include the role of top management, globalization of business and ethical perspectives. Case

studies and research reports may be used extensively. (It is preferred that this course be taken during the student's final semester.)

Instructor Bio

John C. Palmer, PhD is a faculty member within the Global Leadership and Management Department at the University of Missouri – St. Louis. He was formerly Chair of the Graduate School of Business and Management at Argosy University, Chicago and Schaumburg (IL) campuses. Prior to that appointment, he was a faculty member and held a variety of administrative positions at Quincy University and the University of Illinois at Springfield. He earned a PhD in strategic management from the Gatton School of Business at the University of Kentucky and earned MS Administrative Science and BS Business Administration (Marketing emphasis) degrees at the University of Wisconsin – Green Bay. Additionally, he completed the Experiential Classroom entrepreneurial instructional program at Oklahoma State University. Dr. Palmer has published dozens of research articles that have appeared in scholarly journals and proceedings publications. The focus of much of this research has been on innovation and performance in small businesses, entrepreneurial opportunity recognition, and enhancements to student learning environments. On a regular basis, he provides professional training and consultation to a variety of organizations. Dr. Palmer is a veteran of both the U.S. Coast Guard, where he served as a search and rescue and aids to navigation specialist, and the Army National Guard, where he served in operations within an infantry unit. He also has professional experience in the consumer lending and real estate management industries.

My Teaching Philosophy

Teaching is my passion and I have always placed my highest priority on the provision of quality instruction and student advisement. I view teaching as a profession requiring the utmost regard for the dignity, welfare, and concerns of each individual learner. I believe that each student has his/her own unique strengths and limitations and that the provision of quality instruction does not in any sense lend itself to a "cookie cutter" approach. I feel that the positive impact that I have on the lives of students as well as the unique challenges and opportunities associated with each situation are the elements that have fueled my passion for teaching and are the elements that have kept me enthusiastically engaged in the profession for the past 25 years.

Throughout my career as an educator, I have placed a major focus on facilitating holistic student learning environments. This approach has included the extensive integration of theory with experiential learning and other practical applications of concepts in my courses. It has also entailed the creation of learning environments aimed at the development of broader-based skills, particularly in the areas of critical thinking, oral and written communication, and teamwork.

In my courses, I take every opportunity to enable you the student to discover your own interests and creative abilities and to make you feel comfortable in expressing your views on various issues. I encourage you to challenge status quo perspectives on issues and to articulate the merits of alternative viewpoints. I believe that self-discovery and the critical analysis of prevailing beliefs and practices are ingredients essential to your intellectual growth and development.

Evaluation Criteria

Your final grade for the course will be based on the following course elements:

Module Assignments	100 points
Exam 1	100 points
Exam 2	100 points
Team project	100 points
Discussion Questions/ Online Participation	100 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 2 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 exams must be taken on campus at the Campus Testing Center. You'll have a window of five days to take the exam. Exams will be available at the Testing Center a week before the due date. Please schedule to take it at least a week ahead of the due date. **The deadline for each exam is the last day of each module.**

To schedule an exam you must do the following:

- Log in to MyGateway
- Click Student tab at the top
- Find Academic Toolbox
- Click on My Online Test Center appointment
- Pick the class and check available dates
- Pick a time and click make appointment

Online participation

This class relies heavily on the case method. As such, active online student participation is required. Assignments must be submitted through Canvas and turned in

prior to the due dates. **Assignments are due by 5:00 pm on the last day of each module.** Point values for each assignment are provided in Canvas.

The other part of the participation grade is based on peer evaluations from your teammates. Near the end of the semester students will receive a survey where they can evaluate their peers. The peer reviews will be evaluated by the instructor and each student will receive a score based on the following rubric:

- *25-30 points: Teammate consistently worked well with others and was a valuable contributor.*
- *15-25 points: Teammate contributed somewhat over the course of the semester.*
- *0-15 points: Teammate contributed in a very limited way (if at all).*

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 using VoiceThread. The 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 3th week of the semester. Although there are no strict length limitations for this exercise, it is expected that most plans will be around 8-12 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 papers should be well-researched with current information about the companies. Be sure to cite all sources.

The final presentation via VoiceThread of this plan 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. **Instructions for the group paper and presentation can also be found in the Group Project folder in Module 7.**

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.

The assigned teams will also complete smaller group exercises throughout the semester that will be submitted through MyGateway.

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.

Plagiarism

Plagiarism is in no way tolerated at UMSL. The full penalty will be determined in consultation with the Chairperson of the Department of Global Leadership and Management.

Canvas

As an online course, this class will be entirely administered through Canvas. Be sure to check the site regularly and keep up with the weekly readings, assignments, and discussions.

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 and participate in online discussion and activities. Do not be afraid to share your ideas on our online platform.
- ◆ **Being Courteous:** Be sure to treat your classmates with respect in all your comments. I encourage discussions to be lively, but they must also be respectful.
- ◆ **Have Fun:** The learning process should be both challenging and enjoyable.

STUDENT SUPPORT AND SERVICES

Access, Disability and Communication

- Students who have a health condition or disability, which may require accommodations in order to participate effectively in this course, should contact the **Disability Access Services Office**. Information about your disability is confidential.
 - 144 Millennium Student Center
 - Phone: (314) 516-6554

- Website: <http://www.umsl.edu/services/disabled/>
- If you have difficulty communicating in English with the instructor of this course, contact the **Office of International Students and Scholar Services**:
 - Phone: (314) 516-5229
 - Email: iss@umsl.edu
 - Website: <http://www.umsl.edu/~intelstu/index.html>

Technical Support

- If you have problems logging into your online course, or an issue within the course site, please contact the **Technology Support Center**:
 - Phone: (314) 516-6034
 - Email: helpdesk@umsl.edu
 - Website: <http://www.umsl.edu/technology/tsc/>

Academic Support

- **The Online Writing Lab**: At our My Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access SafeAssign, which identifies quoted material in their essays.
 - Visit the online Writing Lab page on MyGateway to submit drafts online.
 - try to respond within 48 hours, but it may take longer, so allow ample time.
- **NetTutor**: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.

Student Services:

- The **Center for Student Success** offers assistance tailored to specific student needs.
 - 225 Millennium Student Center
 - Phone: (314) 516-5300
 - Email: css@umsl.edu
 - Website: <http://www.umsl.edu/services/css/>
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Course Calendar

Module 1a: Aug 21 – 27 Strategy as Art and Science

About This Module	This module covers Chapter 1 and introduces the field of strategic management.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Describe what strategic management is and explain its central role in top management decision-making. • Understand the key question addressed by strategic management. • Explain what is meant by the 5 Ps of strategy. • Describe what is meant by intended and emergent strategies.
Agenda	The required readings/work for this module are as follows:

	<ol style="list-style-type: none"> 1. View Lecture 1 2. Read Chapter 1 3. Assignment 1: Write a short essay (e.g. one page) comparing and contrasting business and military strategy. (10 pts.) 4. Watch the "Introduction to Strategy" video.
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Module 1b: Aug 28 – Sep 3 Organizational Mission and Vision

About This Module	Module 2 focuses on the content of Chapter 2, and introduces the concepts of organizational mission and vision. It also introduces SMART goals and explains complexities surrounding top managers attempting to evaluate organizational performance.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Define mission and vision and distinguish between the two. • Know what the acronym SMART represents. • Demonstrate the ability to write a SMART goal, • Explain complexities associated with managers attempting to assess organizational performance. • Describe dimensions of the balanced scorecard. • Explain what is meant by the triple bottom line.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. View Lecture 2. 2. Read Chapter 2. 3. Discussion Forum: Introduce yourself to classmates on the discussion forum and tell everyone a little about yourself. Feel free to interact with others throughout the week. 4. Introduce yourself to project teammates and, as a team, arrange a meeting schedule for the term. Teams should meet at least once per week. 5. Assignment 2: Complete and post the entrepreneurial orientation exercise. (10 pts.) 6. View the Elon Musk video.

Module 2a: Sep 4 – Sep 10 Assessing the External Environment

About This Module	This module covers the content of Chapter 3, and discusses aspects of a firm's external environment and elements of both industry and general environments.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Define environment in the context of business. • Understand how organizations and their environments impact each other. • Distinguish between industry and general environments. • Describe how PESTEL can be used to analyze a firm's external environment.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. View Lecture 3. 2. Read Chapter 3. 3. Assignment 3: Complete a PESTEL analysis of Starbucks (10 pts.)

4. Discussion Question: Brands in danger of becoming extinct.

Module 2b: Sep 11 – Sep 17 Assessing the External Environment II

About This Module	This module is a continuation of coverage of the content of Chapter 3, and discusses aspects of a firm's external environment and elements of both industry and general environments.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Define environment in the context of business. • Understand how organizations and their environments impact each other. • Distinguish between industry and general environments. • Describe how PESTEL can be used to analyze a firm's external environment.
Agenda	<p>The required readings/work for this module are as follows:</p> <p>1.) Assignment 4: Complete a five industry forces analysis of the U.S. airlines industry. (10 pts.)</p> <p>2.) With your team, select the company that you will be analyzing throughout the remainder of the term. Criteria for selecting a company are outlined on the last page of the course syllabus. This information should be submitted to me via email by 9/17.</p> <p>3.) Discussion Question: Challenges for Sears.</p>

Module 3a: Sep 18 – 24 Assessing the Internal Environment

About This Module	This module covers the content of Chapter 4. It focuses on the evaluation of internal strengths and weaknesses of organizations.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Describe characteristics of resources contributing to sustained competitive advantage of firms. • Explain differences between resources and capabilities. • Describe the difference between tangible and intangible resources. • Provide examples of different types of intellectual property. • Provide examples of various elements of a firm's marketing mix
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. View Lecture 4. 2. Read Chapter 4. 3. Assignment 5: Strategic analysis of Walmart versus Costco. (10 pts.) 4. Discussion Question: McDonald's challenges

Module 3b: Sep 25 – Oct. 1 Business-Level (Competitive) Strategies

About This Module	This module covers the content of Chapter 5 and focuses on generic business-level strategies that firms may adopt.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Describe the four primary generic business strategies.• Explain limitations of each generic strategy.• Describe the nature of cost leadership.• Understand how economies of scale can contribute to cost leadership.• Describe the nature of a differentiation strategy and possible bases of differentiation for business units.
Agenda	The required readings/work for this module are as follows: <ol style="list-style-type: none">1. View Lecture 5.2. Read Chapter 5.3. Assignment 6: Begin work on Bailey’s Fudge case4. Discussion Question: How can Harley-Davidson appeal to millennials?

Module 4a: Oct. 2 – Oct. 8 Business-Level Strategies II

About This Module	This module is a continuation of coverage of the content of Chapter 5 and focuses on generic business-level strategies that firms may adopt.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Describe the four primary generic business strategies.• Explain limitations of each generic strategy.• Describe the nature of cost leadership.• Understand how economies of scale can contribute to cost leadership.• Describe the nature of a differentiation strategy and possible bases of differentiation for business units.
Agenda	The required readings/work for this module are as follows: <ol style="list-style-type: none">5. View Lecture 5.6. Read Chapter 5.7. Assignment: No assignment due this week. Bailey’s Fudge Case due by 10/8.8. Discussion Question: K12.com

Module 4b: Oct. 9 – Oct. 15 Supporting Strategies and Competitor Analysis

About This Module	This module covers the content of Chapter 6 and focuses on strategies supporting competitive strategies of firms.
Learning Objectives	After completing this module students will be able to: <ul style="list-style-type: none">• Understand the advantages and disadvantages of a firm being a first mover.

	<ul style="list-style-type: none"> • Explain how disruptive innovations can change industries. • Describe how a blue ocean strategy may provide a firm with competitive advantage.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. View Lecture 6 2. Read Lecture 6 3. Assignment 5: Bailey's Fudge Case Due (40 pts.)

Module 5a: Oct, 16 – Oct. 22 Global Business Strategies

About This Module	This module covers the content of Chapter 7 and focuses on global business strategies.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Outline the potential benefits of firms competing globally. • Discuss potential risks associated with firms competing globally. • Explain elements of the diamond model. • Describe various modes of entry into international markets. • Describe global, multi-country, and transnational international strategies.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) View Lecture 7 2.) Read Chapter 7 3.) Take Exam I

Module 5b: Oct. 23 – Oct. 29 Global Business Strategies II

About This Module	This module is a continuation of coverage of the content of Chapter 7 and focuses on global business strategies adopted by firms.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Outline the potential benefits of firms competing globally. • Discuss potential risks associated with firms competing globally. • Explain elements of the diamond model. • Describe various modes of entry into international markets. • Describe global, multi-country, and transnational international strategies.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) View Lecture 7 2.) Read Chapter 7 3.) Discussion Question: TBA

Module 6a: Oct. 30 – Nov. 5 Corporate-Level Strategies

About This Module	This module covers the content of Chapter 8 and focuses on corporate-level strategy.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Describe the three major concentration strategies.• Understand potential benefits and risks of horizontal and vertical integration strategies.• Explain backward and forward vertical integration.• Describe related versus unrelated diversification.
Agenda	The required readings/work for this module are as follows: 1.) Read Chapter 8 2.) View Lecture 3.) Discussion: TBA

Module 6b: Nov. 5 – Nov. 12 Corporate-Level Strategies II

About This Module	This module is a continuation of coverage of Chapter 8 and focuses on corporate-level strategies.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Describe the three major concentration strategies.• Understand potential benefits and risks of horizontal and vertical integration strategies.• Explain backward and forward vertical integration.• Describe related versus unrelated diversification.
Agenda	The required readings/work for this module are as follows: 1.) Read Chapter 8 2.) View Lecture 8 3.) Assignment 6: Market Growth Strategies (10 pts.) 4.) Discussion Forum: TBD

Module 7a: Nov. 12 – Nov. 17 Organizational Design and Structure

About This Module	This module covers the content of Chapter 9 and focuses on the design and structure of organizations.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Describe various elements of organizational structure and how they might support various strategies adopted by entities.• Describe the three types of control systems.• Discuss advantages and disadvantages of different types of organizational structures.• Explain legal forms of businesses and their characteristics.
Agenda	The required readings/work for this module are as follows: 1.) View lecture 9

	<p>2.) Read Chapter 9</p> <p>3.) Discussion Question: TBA</p>
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7b: Module Nov. 27 - Dec. 3 Organizational Design and Structure II

About This Module	This module is a continuation of coverage of Chapter 9 and focuses on the design and structure of organizations.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Describe various elements of organizational structure and how they might support various strategies adopted by entities. • Describe the three types of control systems. • Discuss advantages and disadvantages of different types of organizational structures. • Explain legal forms of businesses and their characteristics.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) View Lecture 9 2.) Read Chapter 9 3.) Written Group Case Analysis and Presentations Due

Module 8a: Dec. 4 – Dec.10 Ethics and Social Responsibility

About This Module	This module covers the content of Chapter 10 and focuses on ethics and social responsibility of organizations.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Explain various perspectives regarding what constitutes ethical behavior in organizations. • Discuss key roles played by boards of directors • Describe the three levels and six stages of moral development as described by Kohlberg.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) View Lecture 10 2.) Read Chapter 10 3.) Discussion Question: TBD 4.) Complete Course Evaluation (5 extra points)

Module 8b: Dec. 11 – Dec. 15 Closure / Final Exam

About This Module	This is the final module for the course and includes the final discussion question as well as the final exam.
Agenda	<p>The required work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) Discussion Question: TBD

2.) **Complete Final Exam by 5PM December 15th**

GROUP PROJECT GRADING RUBRIC

Analysis and Evaluation	<i>Assessment of External Environment.</i> Assess the external environment (e.g. 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, and 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 	40
Style	<i>Adherence to the assignment; style and format issues; cite external works; quality of writing (e.g., compelling introduction, clear communication of ideas, use of headings to organize sections, appropriate concluding thoughts)</i>	5
Presentation	The Voice Thread presentation & summary were delivered in a professional manner (e.g., presenters exhibited enthusiasm for the topic, the sections of the presentation did not duplicate content, the presentation appeared as an integrated whole—not a series of individual reports).	15

	Total Score:	100