



STRATEGIC MANAGEMENT
MGMT 4219-003 Spring 2016
Tue & Thu 11:00 am to 12:15 pm
Room: 333 Social Science Business

Instructor: Julio E. Zegarra-Ballon
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Office Hours: Thursdays 2:00 pm – 5:00 pm, or by appointment
Text: “Competing for Advantage” by Hoskisson-Hitt-Ireland-Harrison

COURSE DESCRIPTION

This is a capstone course drawing on the subject matter covered in pre-requisite 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, creating competitive advantage. Pre-requisites: FINANCE 3500, MKTG 3700, MGMT 3600; a minimum overall GPA of 2.0.; and concurrent enrollment MGMT 4220.

COURSE OVERVIEW

This course focuses on the competitive strategy of the firm, examining issues central to its long- and short-term competitive position. You will take the role of key decision-makers and solve problems related to the maintenance of competitive advantage of the firm in a given market. The goal of the course is for you to develop an analytic tool kit for understanding strategic issues and to enrich your appreciation for the thought processes essential to strategic analysis. I expect that you will think critically about the tools, understand their strengths, limitations and evaluate the consequences of their use.

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.

LEARNING OUTCOMES

Class participation is an essential (and required) element of this course. It becomes more meaningful with interactive dialogue and discussion as lectures alone have limitations. If you take this to heart, expect the following 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 referencing the book for answers or taking the instructor's point of view as absolute.
- Student will gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.

EVALUATION CRITERIA AND GRADING

Grades will be based on the following components:

Group Case Report	20%
Group Case Presentation	10%
Individual Exams (3)	60% (each worth 20%)
Participation/Attendance*	10%
Extra credit opportunity (1)	2%

GROUP CASE

At the outset of the semester, students will be assigned to teams of 4 members. 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 headquartered in St. Louis (choose from list provided in Appendix 1). Notify me once your team has selected the firm (first-come, first-served basis.) All groups need to choose a company prior to the 3th week of the semester. Although there are no strict length limitations, I expect team reports to be around 15-18 pages (double spaced, size 12 font) excluding appendices.

The written group report should include: 1) a detailed analysis of the industry within which the firm competes; 2) the firm's current strategy; 3) sustainability of the firm's competitive advantage; 4) your recommendation for a strategic plan for the future, and 5) an explanation of why the change in strategy you recommend is likely to improve performance. This project should incorporate formal tools of strategic analysis (Five Forces of Competition, core competencies, competitive advantage, etc.) and data analysis (use of financial statements, news articles, etc.) when making recommendations.

Group report is allocated 20% of your final grade. This grade has two parts: group grade based on the quality of report (10%) and the remaining 10% is based on peer evaluation of the group work, following this rubric:

7-10 points: Teammate worked well with others and was a valuable contributor.

4-6 points: Teammate contributed somewhat to the team project.

0-3 points: Teammate did not really contribute much to the project.

The final group presentation of this plan to the class is allocated 10% of final grade. The presentations will be graded by the instructor and should be around 30 minutes (followed by 30 minutes of questions and discussion). Teams must have had a least one timed rehearsal prior to the presentation and every member must participate. Rather than try to “cover” the entire paper, students should focus on most interesting aspects. Please **email** me a copy of your power point presentation (minimum of 20 slides) **by 8 pm the day before** your group presents. A printed copy of your group report is due to me the day you present.

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 project.

INDIVIDUAL 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. The purpose of these exams is to hold the students accountable for mastering the material.

PARTICIPATION/ATTENDANCE

*Students are expected to be prepared and participate in all class sessions. I expect you to complete all assigned readings *prior* to class and demonstrate readiness to discuss the material during class. The highest participation grades are reserved for students who make consistent contributions to class discussions as well as team projects. “Disruptive” in-class behavior affects your participation grade. Such behavior includes lateness for class and texting during class. Half of your participation grade comes from peer evaluations on team project. Participation grades are awarded at the discretion of the professor and non-negotiable.

9-10 points	You participate in every class discussion. You are loved and adored by team
6-8 points	You participate in some class discussions; miss 3 classes. You are a solid citizen on your team (moderate level)
3-5 points	You participate once in a while; miss four classes. You are an intermittent contributor to your team (average level)
1-2 points	You miss 5 classes. Your team tolerates you but might do just as well without you (low level)
0 points	You miss 6 or more classes. Your team complains to me about your lack of

	involvement (unacceptable)
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(1) Professor will offer a relevant assignment at a day of his choosing. It will pay to attend all classes for an opportunity to earn this extra credit!

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.

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.

STUDENT CONDUCT

Through the semester, students are expected to follow the university's guidelines on student conduct with regard to cheating and other dishonorable behavior. 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.

KEEPING IN CONTACT

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. Should you have any questions or concerns, please send me an email (I respond within 24 hours) or set up an appointment for Thursdays between 2:00 and 5:00 PM

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 Calendar (Tentative):

Date	Topic	Required reading	
Jan 19	Introductions and Review of Syllabus		
Jan 21	Final Group Report/Presentation guidelines		Group formation
Jan 26	Introduction to Strategic Management	Chapter 1	Group formation
Jan 28	Introduction to Strategic Management		Submit group names
Feb 2	Strategic Leadership	Chapter 2	Team work on group project
Feb 4	The External Environment: opportunities, threats, competition, competitor analysis	Chapter 3	Team work on group project
Feb 9	The Internal Organization: resources, capabilities, core competencies	Chapter 4	Team work on group project
Feb 11	Submission of Group Project Part 1. Instructions for Part 2		Group Project Part 1 due
Feb 16	Business-Level Strategy	Chapter 5	
Feb 18	Exam 1		
Feb 23	Competitive Rivalry and Competitive Dynamics	Chapter 6	
Feb 25	Cooperative Strategy	Chapter 7	Team work on group project
Mar 1	Corporate-Level Strategy	Chapter 8	Team work on group project

Mar 3	In-class Team Project Work		
Mar 8	Submission of Group Project Part 2. Instructions for Part 3		Group Project Part 2 due
Mar 10	Acquisition and Restructuring Strategies	Chapter 9	
Mar 15	Exam 2		
Mar 17	International Strategy	Chapter 10	
Mar 22	Corporate Governance	Chapter 11	Team work on group project
Mar 24	Strategic Entrepreneurship	Chapter 12	Team work on group project
Mar 29	Spring Break		
Mar 31	Spring Break		
Apr 5	Strategic Flexibility and Real Options Analysis	Chapter 13	Team work on group project
Apr 7	Strategic Flexibility and Real Options Analysis		Team work on group project
Apr 12	In-class Team Project Work		
Apr 14	Final Exam		
Apr 19	Team Project Presentations		
Apr 21	Team Project Presentations		
Apr 26	Team Project Presentations		
Apr 28	Team Project Presentations		
May 3	Team Project Presentations		
May 5	Team Project Presentations		
May 10	Team Project Presentations		
May 12	Team Project Presentations		

Appendix 1

St. Louis-based Publicly Traded Companies to research:

Build-A-Bear Workshop Inc.

Perficient Inc.

Isle of Capri Casinos Inc.

Furniture Brands International Inc.

LMI Aerospace Inc.

Amdocs Ltd.

FutureFuel Corp.

Panera Bread Co.

Laclede Group Inc

Zoltek