

### About the Instructor

**Name** John Palmer, PhD

**Email address:** palmerj1@umsl.edu

**Office hours:** Before and after class/by appt.

**Phone number:** (314) 516-5720 (office)  
(217) 341-2811 (mobile)

**Campus office location** SSB 440G

### About this Course

- **BUS AD 6990 - Strategy Formulation and Implementation**
- Prerequisites: FINANCE 6500, MGMT 5600, MKTG 5700, LOG OM 5320 and special consent. Graduate program capstone course examining concepts and methods that integrate functional areas of business. The perspective is that of general management charged with directing the total enterprise. Interactions between the environment, organization, strategy, policies and the implementation of plans are explored. Special emphasis is given to globalization of business and ethical perspectives. This course should be taken during the semester prior to graduation. In no case may it be taken sooner than two semesters prior to graduation.

### 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 concentration) 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 within schools of business. 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 commercial and consumer lending industries and in real estate investments and management.*

### **My Philosophy/How to Succeed in This Course/What You Can Expect from Me**

*Teaching is my passion and I have always placed my highest priority on the provision of quality instruction. 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 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.*

*I place a major focus on facilitating holistic student learning environments. This approach includes extensive integration of theory with experiential learning and other practical applications of concepts. It 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 allow students to discover their own interests and creative abilities and to make them feel comfortable in expressing their views on various issues. I encourage students 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 intellectual growth and development.*

*My expectation for you as a participant in the course is to take every opportunity to gain as much as you possibly can in the way of knowledge and experiences by attending and fully participating in all class sessions, by staying current with all reading assignments, adhering to deadlines for assignments, by collaborating fully with members in discussion and assignment groups, by being respectful to all members of the class, and by following all university protocols, policies, and procedures.*

**Required text:** Rothaermel, Frank (2017). *Strategic Management 3<sup>rd</sup> ed* (New York, NY, McGraw-Hill Education).

**Other required readings:** Students are expected to maintain currency with key global and domestic business trends and events via regular readership of one or more business-related publications such as the *Wall Street Journal*, *Forbes*, *Bloomberg Businessweek*, and *The Economist*.

**Upon completion of this course, students will be able to:**

- 1.) Define strategic management and describe its roles in facilitating organizational mission, vision, and objectives.
- 2.) Be able to conduct comprehensive industry and competitor analyses for organizations and propose strategic recommendations based on these analyses.
- 3.) Identify and provide examples of corporate, business, and functional-level strategies that firms may adopt and discuss their interrelationships with one another in enabling a firm to carry out its mission.
- 4.) Explain potential ethical dilemmas that organizations may confront when operating in a global context.
- 5.) Discuss how the business sustainability paradigm has changed strategic objectives and managerial practices in organizations.
- 6.) Identify and explain potential barriers to the implementation and evaluation of various strategic initiatives adopted by firms as well as ways that such barriers might be addressed by upper-level management.

**Assessment/Grading**

**Grade Composition:** Final grades will be determined based on the following course deliverables and their respective weights:

External Assessment and Industry Analysis Report	20%
Exam I	15
Book Review and Presentation	20
Strategic Analysis and Recommendations Report	20
Exam II (optional)	15
Class participation	<u>10</u>
Total	100%

**Grading Scale:** The UMSL Grading System is based on a four-point scale. The grade value for each letter grade is as follows:

A = 4.0	B- = 2.7	D+ = 1.3	EX = Excused
A- = 3.7	C+ = 2.3	D = 1.0	DL = Delayed
B+ = 3.3	C = 2.0	D- = 0.7	FN = Failure/Non
B = 3.0	C- = 1.7	F = 0	Participation

### Access, Disability, Communication

Students requiring special accommodations should meet with me during office hours so that we can discuss how to meet your needs this semester. Prior to our meeting be sure you have met with someone in Disability Access Services (MSC 144 or 314.516.6554).

### Course Schedule (subject to modification)

Date/Week	Topic	Reading/preparation	What's due
8/22	The Strategy Concept	Text Chapter 1	
8/27	The Strategy Process	Text Chapter 2/Chapter Case 2 (Yahoo)	
9/5	External Analysis and Industry Structure	Text Chapter 3	
9/12	Competitor Analysis	Chapter Case 3 (Tesla Motors)	
9/19	Industry Analysis Presentations		
9/26	Industry Analysis Presentations		
10/3	Internal Analysis and Competitive Advantage	Text Chapters 4 & 5 and Chapter Case 5 (Apple versus Microsoft)	Group-Based Industry Analysis Report (10-15 pgs.)
10/10	Exam I	Exam covers Chapters 1-5 and lecture material.	
10/17	Business Strategy and Innovation	Text Chapters 6 & 7 and Chapter Case 6 (JetBlue)	Book Review Presentations
10/24	Corporate Strategies	Text Chapters 7, 8, & 9	Book Review Presentations
10/31	Global Strategies	Text Chapter 10 and Chapter Case 10 (IKEA)	Book Review Presentations
11/7	Strategy Implementation, Evaluation, and Control	Text Chapter 11	Book Review Presentations
11/14	Corporate Governance and Ethics	Text Chapter 12 and Chapter Case 12 (Uber)	Book Review Presentations
11/28	Strategic Analysis Presentations		Individual Strategic Analysis Report (8-10 pgs.)
12/5	Strategic Analysis Presentations		Course Evaluation (Worth 5 extra points)
12/11	Exam II	Exam covers Chapters 6 – 10 and lecture material.	

### Course Policies

1. Participation (expectations)
  - It is vitally important that our classroom environment promote the respectful exchange of ideas. This entails being sensitive to the views and beliefs expressed during discussions whether in class or online. Please speak with me before recording any class activity. It is a violation of University of Missouri policy to distribute such recordings without my authorization and the permission of others who are recorded.
2. Attendance Policies
  - *Attendance* and participation in class sessions is expected.
3. Academic Integrity/Plagiarism
  - Academic dishonesty is a serious offense that may lead to probation, suspension, or [dismissal from the University](#). One form of academic dishonesty is plagiarism – the use of an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by using any unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member (e.g., copying someone else's answers on tests and quizzes). Unauthorized possession or distribution of academic materials is another type of academic misconduct. It includes the unauthorized use, selling or purchasing of examinations or other academic work, using or stealing another student's work, unauthorized entry or use of material in a computer file, and using information from or possessing exams that an instructor did not authorize for release to students. Falsification is any untruth, either verbal or written, in one's academic work. Facilitation is knowingly assisting another to commit an act of academic misconduct. **Plagiarism, cheating, and falsification are not acceptable.**
  - All instances of academic dishonesty will be reported to the Office of Academic Affairs who will determine whether you will appear before the Student Conduct Committee for possible administrative sanctions such as dismissal from the university. The instructor will make an academic judgment about the student's grade on that work in this course. The campus process regarding academic dishonesty is [described in the "Policies" section of the Academic Affairs website](#)
  - All papers should be written in APA format.

#### 4. Class Behavior

- Meaningful and constructive dialogue is encouraged in this class and requires a degree of mutual respect, willingness to listen, and tolerance of opposing points of view. Respect for individual differences and alternative viewpoints will be maintained at all times in this class. One's words and use of language should be tempered and within acceptable bounds of civility and decency.

#### 5. Title IX Policies

##### Mandatory Reporting

Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals. Note: There are several offices at UMSL whose staff are exempt from Title IX mandated reporting, when the information is learned in the course of a confidential communication (e.g., Counseling Services, Health Services, Community Psychological Service, Center for Trauma Recovery, and Student Social Services).

- **Student Resources**

#### Technical Support

UMSL provides students with a variety of technology supports on campus. The information listed below connects you with the most commonly sought supports.

If you are having difficulty with a technology tool in Canvas, explore these websites with more information about each toolset:

- Faculty Resource Center: <http://www.umsl.edu/technology/mgwhelp/stuhelp1.html>
- Center for Teaching and Learning: <http://www.umsl.edu/services/ctl/techguides/studenttechguide.html>
- VoiceThread Support: [pro-support@voicethread.com](mailto:pro-support@voicethread.com) or <https://voicethread.com/support/howto/Basics/>
- Google Apps for UMSL: <http://www.umsl.edu/technology/google-apps/>

---

#### Academic Support

**The Writing Center** provides free face-to-face as well as online writing consultations. For face-to-face consultations, please make an appointment online at [www.umsl.mywconline.com](http://www.umsl.mywconline.com) or visit SSB 222. At their Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.

- Visit the online Writing Lab page on MyGateway to submit drafts online.
- We try to respond within 48 hours, but it may take longer, so allow ample time.

### Tutoring Services

- Academic Support Centers across campus:  
<https://www.umsl.edu/~umslsrs/Student%20Success%20Network/academicsupport.html>
- **NetTutor:** Online tutoring tool in many subjects is now available through NetTutor. Students can get real-time, personal tutoring via video conference. In your courses on MyGateway, click on Tools and select NetTutor® to log in.

**MyConnect:** Provides you with a central location to connect to the support services on campus. MyConnect makes it easy to schedule a meeting with your instructor, advisors or counselors. It can help you manage the steps you need to take to stay on track and meet your educational goals. Log in to your UMSL MyConnect Home page by going to Current Students from the UMSL website. Then, choose MyConnect.

**Student Retention Services** offers assistance tailored to specific student needs.

- 225 Millennium Student Center
- Phone: (314) 516-5300
- Email: [umslsrs@umsl.edu](mailto:umslsrs@umsl.edu)
- Web: <http://www.umsl.edu/~umslsrs/>