

BUSADM 6990
Strategy Formulation & Implementation
Fall, 2023
Syllabus

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Course Description

BUS AD 6990 Strategy Formulation and Implementation: 3 semester hours

Prerequisites: [FINANCE 6500](#), [MGMT 5600](#), [MKTG 5700](#), [SCMA 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.

** Students should expect to allocate an average of 12-15 hours per week completing reading assignments, viewing lectures, participating in discussion forums, working within consulting teams, and completing other assignments for this course.

Course Objectives

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

1. Describe various elements that comprise an organization's strategy.
2. Describe inter-relationships between an organization's corporate, business-unit (i.e., competitive), functional, and operational-level strategies.
3. Conduct an analysis of an organization's external environment to include macroenvironmental, industry, and competitor analyses.
4. Conduct an internal analysis of an organization to include identification of competitive strengths and weaknesses via value-chain, financial ratio, and strategy canvas analyses.
5. Explain potential advantages and disadvantages of firms adopting various types of competitive strategies.
6. Provide strategic recommendations to firms based on a comprehensive analysis of the firm's external opportunities and threats and internal strategic assets.
7. Describe elements of the strategy implementation process and develop a plan for successful strategy execution within a firm.
8. Describe the roles of human resources, organizational culture, and leadership in successfully executing strategies.

Required Textbook

Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. Arthur A. Thompson Jr, Margaret Peteraf, John E Gamble, & A. J. Strickland III. 22nd ed. McGraw-Hill (2020)

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

Instructor Bio

John C. Palmer, PhD is a faculty member within the Global Leadership and Management Department and is Director of the College of Business Administration Executive Education Program at the University of Missouri – St. Louis. He was formerly a faculty member and held a variety of administrative positions at institutions including Quincy University and the University of Illinois at Springfield. He earned a PhD in strategic management and entrepreneurship 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 Coleman Foundation sponsored Experiential Classroom entrepreneurship teaching program, which was held at Oklahoma State University. Dr. Palmer has published many 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, gender and entrepreneurship, and enhancements to student learning environments. He has also provided professional training and consultation to a variety of large and small for profit and non-profit organizations. Dr. Palmer is a veteran of the U.S. Coast Guard, where he served as a search and rescue and navigation specialist, and the Army National Guard, where he served in operations within an infantry unit. He also has professional experience in the 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 unique strengths and challenges 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 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 35 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 and professional growth and development.

Assessment/Grading

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

Team-Based Country Analysis Report	100 points
Team-Based Consulting Project Presentations	200
Individual Business Turnaround Report	200
Team-Based Written Consulting Project Report	200
Individual Industry Analysis Report	200
Discussion Forum Participation	100
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Total	1000 points

Grading Criteria:

A = 4.0
A- = 3.7
B+ = 3.3
B = 3.0
B- = 2.7
C+ = 2.3
C = 2.0
C- = 1.7
D+ = 1.3
D = 1.0
D- = 0.7
F = 0.0
EX = Excused
DL = Delayed
FN = Failure/Non-Participation

Online Participation and Netiquette Guidelines

This class relies heavily on student engagement and participation in all discussion forums. Students are expected to participate during actual weeks that discussion forums are running.

Additional guidelines are as follows:

- Initial posts should be made no later than 5 PM Mondays of a given discussion forum week and responses to at least two of your classmates' posts should be made no later than 5 PM Thursday of each week.
- Be sure to read all classmate posts. The objective of the discussion forum is to create a collaborative learning community involving rich dialogue among everyone. Achieving this objective involves the full engagement of all students (which includes everyone both making posts as well as reading all posts made by other individuals).
- Disagree respectfully. Disagreement and generating divergent ideas are essential parts of the learning process. However, it is important to maintain a respectful stance even through disagreement. Also, refrain from using judgmental evaluations of what someone else posts, and instead present your own perspective supported by the learning material. For example, instead of telling another student that "Your comment makes no sense," you can say, "I interpreted the results of the article differently. As I see it, the author was not implying that top-down management is necessarily bad in all situations, but rather that the appropriate management style in any situation depends on the nature of the task at hand."
- Never use profanity or use language that might otherwise be viewed as insensitive to other individuals or groups of individuals.
- Stay on topic. Posts that stray from the topic can derail the dialogue.
- No use of bullying language or to otherwise make personal judgments of others! While it is certainly appropriate for groups of individuals to concur or disagree with one another, it is never appropriate to attack an individual or group of individuals who may disagree with certain perspectives. It is also never appropriate to use bullying language or to make personal judgments about other individuals based on their views regarding a particular topic.
- Use humor carefully. Please realize that, in a forum with many participants, the potential for miscommunication can be high and that situation can be exasperated by humor that may be subject to misinterpretation. Keep in mind that not everyone will find the same comments humorous and that any comments that may potentially be offensive to any individual or groups of individuals in the class must be avoided. Please use good judgment.

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.umsi.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@umsi.edu
 - Website: <http://www.umsi.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@umsi.edu
 - Website: <http://www.umsi.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@umsi.edu
 - Website: <http://www.umsi.edu/services/css/>

Course Schedule

Week 1: August 21 - 27 The Strategy Concept/Organizational Mission, Vision, and Objectives

About This Module	This module covers textbook Chapters 1&2 and introduces the field of strategic management. It also describes stages in the strategic management process and how they are related to one another.
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 management decision-making. • Understand the concept of sustainable competitive advantage. • Describe elements of a “winning” strategy. • Explain what is meant by deliberate, emergent, and realized strategy. • Define mission and vision and distinguish between the two. • Describe elements of a company’s strategy-making hierarchy and how elements of the hierarchy relate to each other.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. View Lecture 1 2. Read Chapter 1 & 2 3. Participate in Discussion Forum I 4. Meet virtually with assigned consulting team members

Week 2: August 28 – September 3 External and Internal Environmental Analysis

About This Module	Module 2 focuses on the content of textbook Chapters 3 & 4 and introduces a variety of analytical techniques utilized by strategists to analyze various elements of the internal and external environments of a firm.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Describe how analytical techniques, including PESTLE analysis, Porter’s Five Forces, Strategic Group analysis, and the Strategy Canvas are utilized to assess a firm’s competitive, industry, and general environments. • Describe how Value Chain and Financial Ratio analyses are used to analyze a firm’s internal environment. • Explain how SWOT analysis may be used to identify key strategic issues for firms to address.
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 Chapters 3 & 4 3. Meet virtually with assigned consulting team members

Week 3: September 5 – 10 Generic Competitive Strategies/Members of Panama Company's Top Management Team Visit to St. Louis

About This Module	This module covers the content of textbook Chapter 5 and examines generic competitive strategies that firms may adopt.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> • Distinguish each of the five generic strategies and explain why some of these strategies work better in certain kinds of competitive conditions than in others. • Explain limitations of each generic strategy. • Describe the nature of cost leadership. • Describe how economies of scale can contribute to cost leadership. • Identify possible bases of differentiation for business units. • Explain how a firms may achieve a competitive advantage through adoption of a best-cost strategy and why an ineffective best-cost strategy may lead a firm into a "strategic trap".
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 5 3. APEX TMT members will be in St. Louis during this week. Please try to attend one of the sessions with them on campus during this week (Times TBD, but sessions will be scheduled for evenings).

Week 4: September 11 - 17 Workshop Week and Submission of Country Analysis Reports

About This Module	There is no new reading material or lecture associated with this module. Students should utilize their time this week participating in the discussion forum, meeting with industry group teams to further develop industry analysis reports and completing the Icebreaker Strategy Analysis Report.
Learning Objectives	<ul style="list-style-type: none"> • N/A
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1. Participate in Discussion Forum III 2. Meet with consulting team 3. Team-Based Country Analysis Reports Due to Canvas by 11PM Sunday September 17th.

Week 5: September 18 - 24 Strengthening a Firm's Competitive Position

About This Module	This module covers the content of Chapter 6. It focuses on offensive and defensive competitive strategies as well as mergers and acquisitions and horizontal and vertical integration.
Learning Objectives	After completing this module students will be able to: <ul style="list-style-type: none">• Identify various types of offensive and defensive strategic moves firms may make to gain stronger competitive positions.• Explain benefits and risks of firms expanding horizontal or vertical scope through mergers and acquisitions.• Identify the conditions that favor a firm farming out certain value chain activities.• Describe how firms may capture the benefits and minimize risks of strategic alliances and partnerships.
Agenda	The required readings/work for this module are as follows: <ol style="list-style-type: none">1. View Lecture 42. Read Chapter 63. Meet with consulting team

Week 6: September 25 – September 30 Global Business Strategies

About This Module	This module covers the content of textbook Chapter 7 and focuses on examining modes of entry and strategies for competing in international markets.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Explain the potential benefits of firms competing globally.• Identify potential risks associated with firms competing globally.• Explain elements of Porter's Diamond Model and how it may be applied in examining international market potential.• Describe various modes of entry into international markets.• Explain potential advantages, risks, and key components of global, multi-country, and transnational strategies.
Agenda	The required readings/work for this module are as follows: <ol style="list-style-type: none">1. View Lecture 5.2. Read Chapter 73. Meet with consulting team

Week 7: October 1 – 8 Panama Trip and Presentations to Companies

About This Module	There is no new reading material or lecture associated with this module.
Learning Objectives	<ul style="list-style-type: none">• Deliver consulting project reports to top management teams of international companies.
Agenda	<p>The required readings/work for this module are as follows:</p> <p>Initial presentations made to Panama companies on October 3rd</p> <p>Final presentations made to Panama companies on October 6th</p>

Week 8: October 19 - 15 Corporate Strategies

About This Module	This module covers the content of Chapter 8 and focuses on corporate-level strategies in multi-divisional firms. .
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none">• Explain how business diversification can enhance firm performance.• Use the analytic tools to evaluate a firm' diversification strategy.• Identify and describe the four main strategic alternatives that firms have after they diversify.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none">1. View Lecture 62. Read Chapter 83. Participate in Discussion Forum II

Week 9: October 16 - 22 Ethics, Corporate Social Responsibility, and Sustainability

About This Module	This module covers the content of textbook Chapter 9 and focuses on corporate social responsibility and ethics as key strategic components of firms.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none">• Explain what drives unethical behavior in organizations and what may be done to mitigate those elements.• Identify the costs of business ethics failures.• Describe differences between ethical universalism and ethical relativism and what the implications are for strategic business decisions• Use the elements of the triple bottom-line to develop strategic benchmarks and performance objectives for firms.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none">1. View Lecture 72. Read Chapter 9

	3. Participate in Discussion Forum III
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Week 10: October 23 – 29 Strategy Implementation

About This Module	This module covers the content of textbook Chapter 10 and focuses on elements contributing to effective execution of strategies.
Learning Objectives	<p>After completing this module, students will be able to:</p> <ul style="list-style-type: none"> • Identify and establish a strategy-supportive organizational structure that contributes to the effective implementation of strategies. • Explain the pros and cons of centralized and decentralized decision-making in promoting the effective implementation of strategies. • Describe the three approaches to building and strengthening capabilities of firms. • Explain the link between organizational culture, human resource strategies, and effective strategy implementation.
Agenda	<p>The required readings/work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) View Lecture 8 2.) Read Chapter 10 3.) Participate in Discussion Forum IV

Week 11 October 30 – November 5 Workshop Week and Business Turnaround Report Submission

About This Module	There is no new reading material or lecture associated with this module. Students should utilize their time this week participating in the discussion forum, meeting with industry group teams to further develop industry analysis reports.
Learning Objectives	<ul style="list-style-type: none"> • N/A
Agenda	<p>The required work for this module are as follows:</p> <ol style="list-style-type: none"> 1.) Participate in Discussion Forum V 2. Individual Business Turnaround Reports Due by 11PM Sunday November 5th

Week 12: November 6 – 12 Managing Internal Operations

About This Module	This module covers the content of Chapter 11 and focuses on practices aimed at effective management of operations and strategy execution..
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Explain how the use of well-designed incentives can facilitate effective strategy execution.• Describe the role of policies and procedures in facilitating effective strategy execution.• Explain how process management tools drive continuous improvement in the performance of value chain activities.• Describe the role of information and operating systems may enable employees to carry out their strategic roles proficiently.
Agenda	The required readings/work for this module are as follows: 1.) View Lecture 9 2.) Read Chapter 11 3.) Participate in Discussion Forum VI

Week 13: November 13 - 17 Corporate Culture and Leadership/Submission of Final Written Panama Consulting Project Reports

About This Module	This module covers the content of Chapter 10 and focuses on ethics and social responsibility of organizations.
Learning Objectives	After completing this module, students will be able to: <ul style="list-style-type: none">• Distinguish between elements of strong versus weak corporate cultures.• Identify key features of a firm's culture and how a firm's core values and ethical standards build culture.• Describe the roles of human resources, organizational culture, and leadership in successfully executing strategies• Evaluate how problem cultures might be changed.
Agenda	The required readings/work for this module are as follows: 1.) View Lecture 10 2.) Read Chapter 12 3.) Written Panama Consulting Project Report Due by 11PM Sunday November 19th

November 18 – 26 Fall Break – Enjoy!

Week 14: November 27 – December 3 Workshop Week

About This Module	There is no new reading material or lecture associated with this module. Students should utilize their time this week further developing industry analysis reports.
Learning Objectives	N/A
Agenda	

Week 15: December 4 – 10 Closure/ Final Discussion Forum Posts/Please Use Extra Time to Work on Industry Analysis Reports

Agenda	The required readings/work for this module are as follows: 1.) Participate in Discussion Forum VII
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Week 16: December 11 - 14

About This Module	Participate in Discussion Forum VIII Industry Analysis Reports Due by 11PM Tuesday December 12th
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