

**Management 4219-003
Strategic Management
Fall, 2023 Syllabus**

Instructor: John Palmer, PhD
Class: TR 2:00 – 3:15 PM
Office: JC Penney North 350D
E-mail: palmerj1@umsl.edu
Phone: (217) 341-2811 (mobile – call or text)
(314) 516-5720 (office)

Virtual or Campus Office Hours: By appointment and following class sessions.

Required Text: Ketchen, D. and Short, J. Mastering Strategic Management (2nd ed.), Flat World Knowledge, 2018.

Note – It is not necessary for students to purchase supplemental textbook materials. On-line access or a hard copy of the text is all that is required.

Auto Access Textbook Information

This course is part of our AutoAccess program designed to reduce the cost of course materials for students. You will be able to access the digital content for this course through Canvas on the first day of class automatically.

Your student account will be charged for the cost of the digital course material. We have helped save students over \$39 million by providing digital content over the last 6 years.

Your AutoAccess course may have a Print Upgrade available as an additional purchase. This is a low-cost version of the printed text made available by the publisher at a reduced cost. It is the publisher's requirement that in order to purchase the additional print, you must be opted in for the AutoAccess digital required material. If you have questions about Print Upgrades and opting out, please contact us at autoaccess.umsltritonstore.com.

If you have any questions please contact the Triton Store 314-516-5763, email autoaccess@umsl.edu or visit autoaccess.umsltritonstore.com.

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.

Course Description

Prerequisites: Senior standing and FINANCE 3500, MKTG 3700, MGMT 3600; a minimum overall GPA of 2.0.; and completion of or 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 an associate teaching professor within the Global Leadership and Management Department and is Director of College of Business Administration Executive Education Programs at the University of Missouri, St. Louis. He was previously a faculty member and held a variety of administrative positions at institutions including Quincy University and the University of Illinois at Springfield. He also taught management courses and earned a PhD in strategic management from the University of Kentucky. Dr. Palmer earned MS Administrative Science and BS Business Administration (Marketing emphasis) degrees from the University of Wisconsin – Green Bay. Additionally, he completed the Coleman Foundation sponsored Experiential Classroom entrepreneurship program held at Oklahoma State University. Dr. Palmer has published dozens of articles that have appeared in practitioner and academic 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. Over the years, he has provided professional training and consultation to many organizations and was a subject matter expert for the globally recognized Ameren/UMSL Accelerator Program. 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.

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 30 plus 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:

Business Turnaround Report	100 points
Exam 1	100 points
Exam 2	100 points
Company Analysis Report	100 points
Company Analysis Presentation	50 points
Class Participation	25 points
MGMT4220 Assessment Exam	<u>25 points</u>
Total	500 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

Exams

There will be two multiple-choice exams. The exams are not comprehensive. The content of the exams will include material from the textbook chapters and lectures.

Unless a student has a mitigating circumstance that is approved in advance or has an emergency situation that arises during an exam period, exams must be completed during the time that they are open to all students.

Class Participation Guidelines

This class relies heavily on student engagement and participation. As such, students are expected to attend class sessions and participate fully in discussions and exercises.

During the many discussions and other forms of interaction that we will have, additional guidelines are as follows:

- 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 says 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. Discussions that stray from the topic can derail the dialogue.

- No bullying language, ganging up on, or otherwise making personal judgments of others! While it is certainly appropriate for groups of individuals to concur with one another and support each other's views on a topic, it is never appropriate to attack an individual or group of individuals who may disagree with that perspective. 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.

Additional Course Policies and Information

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. Discussions should be lively, but they must also be respectful.
- ◆ **Have Fun:** The learning process should be challenging but 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.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 Calendar

Week 1: August 22 & 24 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 key questions addressed by strategic management. • Explain what is meant by the 5 Ps of strategy. • Describe what is meant by intended and emergent strategies.
Agenda	<p>The required readings/work for this module are as follows:</p> <p>Read Chapter 1</p>

Week 2: August 29 & 31 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> <p>Read Chapter 2</p>

Week 3: September 5 & 7 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> <p>Read Chapter 3</p>
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Week 4: September 12 & 14 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	The required readings/work for this module are as follows:

Week 5: September 19 & 22 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> <p>Read Chapter 4</p> <p>Business Turnaround Report Due to Canvas by 11PM Sunday September 24th</p>

Week 6: September 26 & 28 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	<p>After completing this module, students will be able to:</p> <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.

	<ul style="list-style-type: none"> Describe the nature of a differentiation strategy and possible bases of differentiation for business units.
Agenda	<p>The required readings/work for this module are as follows:</p> <p>Read Chapter 5</p>

Week 7 October 3 & 5 Open Project Week (No In-Class Sessions)

Week 8 October 10 & 12 Supporting Strategies & Exam I

About This Module	This module covers the content of Chapter 6 and focuses on strategies supporting competitive strategies of firms.
Learning Objectives	<p>After completing this module students will be able to:</p> <ul style="list-style-type: none"> Understand the advantages and disadvantages of a firm being a first mover. 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> <p>Read Chapter 6</p> <p>Exam I will be held during Class time on Thursday October 12th Exam covers Chapters 1 – 5 and Lectures 1 – 5.</p>

Week 9 October 17 Global Business Strategies/October 19 No Class – Fall Break

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> <p>Read Chapter 7</p>

Week 10 October 24 & 26 Global Business Strategies II

About This Module	This module covers the content of Chapter 7 and focuses on global business strategies.
Learning Objectives	After completing this module, students will be able to: <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	The required readings/work for this module are as follows: Work on final project

Week 11 October 31 and November 2 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: Read Chapter 8

Week 12 November 7 & 9 Organizational Design and Structure

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 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: Read Chapter 9 Work on final project

Week 13 November 14 & 16 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	After completing this module, students will be able to: <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	The required readings/work for this module are as follows: Read Chapter 10 Work on final project

November 18 – 26 Thanksgiving Break – Enjoy!

Week 14 November 28 & 30 Project Presentations

About This Module	Each student will provide a 15 minute oral presentation to the class providing an overview of their final Company Analysis.
	The required readings/work for this module are as follows: Present final company analysis projects and provide feedback on presentations of fellow classmates.
Agenda	Company Analysis Report Due to Canvas No Later than 11 PM Sunday December 3rd

Week 15: December 5 & 7 Project Presentations (cont.)

	<p>The required readings/work for this module are as follows:</p> <p>Present final company analysis projects and provide feedback on presentations of fellow classmates.</p>
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Week 16: December 14 Take Exam II

About This Module	<p>Exam II will be held on Thursday December 14th from 10AM to 12 noon.</p> <p>Exam covers Chapters 6 – 10 and Lectures 6 – 10</p>
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