



MGMT 498 : Strategic Management

Fall 2015 – CRN 13686 – Section 004

Classroom: GSM 117

Times: Tuesday: 7-9:30pm

Instructor: Holly Hitzemann

Phone: 505-615-3377

Email: **Please utilize the email/message within Blackboard** rather than my UNM holly100@unm.edu email address.

Office Hours: MW 8:30-9:30, 4:30-5:30 Tues 11:30-12:30 Thursday 10:30-12:30 Room 2131 or 2135

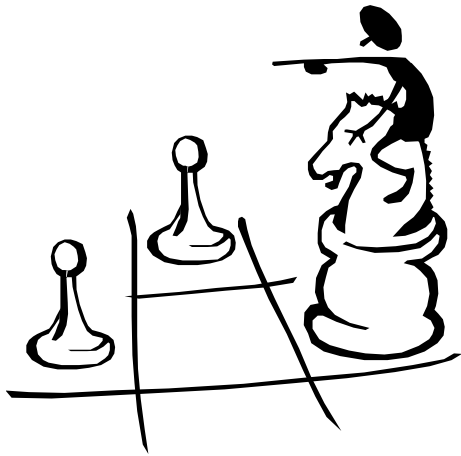
TEXT and MATERIALS

Jay B. Barney and William S. Hesterly, *Strategic Management and Competitive Advantage, 4th Edition, 2012* (Pearson Education, Inc, publishing as Prentice Hall) H. Hitzemann, *Small Businesses, Big Ideas. 1st Edition, 2015* (Cognella Academic Publishing) A copy of both textbooks will be on reserve at Parish Library.

Students are also expected to regularly read at least one of the following business periodicals: The Wall Street Journal, Business Week, Fortune, or Forbes. Students may also view news videos on the Internet. All periodicals are available in the Parish library or accessible via the Internet. Periodically you will be asked to share an article/video you have read which relates to the content of this course, especially as we discuss our cases.

COURSE OVERVIEW

This course material fulfills the American Assembly of Collegiate Schools of Business (AACSB) accreditation requirement: to provide an understanding of the functions of top management, the strategic management process, and experience case studies which will offer the student an opportunity to develop a habit of administrative thinking as company-wide objectives and policies are formulated and consistent plans and program are carried into action.



Why do certain companies endure? As we examine the strategic planning process, we are continually challenged to determine the sustained competitive advantage by firms such as 3M, Marriott, and Apple. To assist in our review, we will employ the VRIO framework. “VRIO is a mechanism that integrates two existing theoretical frameworks: the positioning perspective and the resource-based view. It is a primary tool for accomplishing internal analysis. It stands for four questions one must ask about a resource or capability to determine its competitive potential.

- 1. The Question of Value:** Does a resource enable a firm to exploit an environmental opportunity and/or neutralize an environmental threat?
- 2. The Question of Rarity:** Is a resource currently controlled by only a small number of competing firms?
- 3. The Question of Imitability:** Do firms without a resource face a cost disadvantage in obtaining or developing it?
- 4. The Question of Organization:** Are a firm’s other policies and procedures organized to support the exploitation of its valuable, rare, and costly-to-imitate resources?

Barney and Hesterly, 2012.

COURSE OBJECTIVES

Describe the strategic management process

Define competitive advantage and explain its relationship to economic value creation

Explain the difference between emergent and intended strategies

Describe the dimensions of the general environment facing a firm and how this environment can affect a firm's opportunities and threats

Describe the "five forces model of industry attractiveness"

Apply the VRIO framework to identify the competitive implications of a firm's resources and capabilities

Explain how firms use a functional organizational structure to implement business-level strategies, such as cost leadership

Describe how product differentiation can be used to neutralize environmental threats and exploit environmental opportunities

Understand and discuss vertical integration, horizontal integration, and the use of strategic alliances, mergers, and acquisitions to achieve competitive advantage

Define corporate diversification and describe five types of corporate diversification

Describe the multidivisional structure and how it is used to implement a corporate diversification strategy

Describe how international strategies can create economic value

Apply theory to case analysis or SBI plan client

COURSE REQUIREMENTS AND GRADING

Class Participation and Attendance (15 sessions 10 points each)	150 points
Midterm	160 points
Final	160 points
Team Case Study *	150 points
Individual Research Paper *	100 points
Pop Quizzes	80 points
Homework (4- 50 points each) *	200 points

*Teams working within the Small Business Institute program, providing consulting and plan development to an actual New Mexico Business DO NOT have to complete the items with an asterisk. See SBI Consulting Requirements.

To achieve all 10 points each session, actively participate in class discussion and be prepared by having read the text.

The two **exams** will be multiple choice/true false. See course calendar for dates. The exams will include class discussions, video and article presentations, as well as other in class activities.

The **Team Case Studies** will be presented in class using a PowerPoint or Prezi format and graded based on the ability of the team to answer instructor questions regarding the case and response to the case analysis process provided in our textbooks. A formatting guide will be provided. Each student on the team must present at least one slide, and be in attendance the day of the team’s presentation. **See rubric for grading structure.** Each team only does one case analysis. We will raffle case options in class.

The **homework** is detailed in your course schedule. All homework must be **typed**, and reflect a thorough understanding of the questions posed. Generally, one well developed paragraph per question will be sufficient. Most homework requires one single spaced typed page. Homework may be done in teams.

The **Individual Research Paper** may explore an organization of the student’s choice, and underscore at least three concepts in our text/class discussions. The paper must be at least four pages in length, not including the required title page and reference page. Double-spaced. **See rubric for grading structure.**

Final grades will be assigned as follows:

930-1000	points	A
900-929	points	A-
880-899	points	B+
830-879	points	B
800-829	points	B-
780-799	points	C+

UNM 498: Strategic Management: Hitzemann 2015

730-779	points	C
700-729	points	C-
680-699	points	D+
650-679	points	D
Below 650	points	F

POLICIES AND PROCEDURES

Class participation and attendance is critical to learning this subject matter. More than three unexcused absences may result in an administrative withdrawal or a failing grade for the course. Contact me if you know you will be absent **more than one consecutive class** due to illness, work conflict, or other emergency. If your absence falls on an exam due date, no consideration for makeup or tardy work submitted will be considered unless I have had prior notice via email or phone. Tardy work will not be accepted after one week post due date. Tardy homework will incur a 25 percent deduction. Exams cannot be taken after their start date, but given the nature of your absence, I may consider your submission of a paper to make up these points.

ADA Statement

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Plagiarism or cheating will result in a failing grade for the course. With regard to plagiarism, it is expected that **no more than 40% of any paper** will be cited work. The balance of the writing must be your original thought. Remember to cite sources in text, as well as on your reference page. I prefer APA format, but if you are more used to another style, simply be consistent.

See “Academic and Classroom Misconduct Process” in the [UNM Student Handbook](#). **Any student cheating on any exam will be subject to the University of New Mexico policies regarding cheating, as per the honor code, all cheating on exams or the final will result in receiving an F for the course.** In addition, the University reserves the right to take disciplinary action, up to and including dismissal, against any student who is found guilty of academic dishonesty or otherwise fails to meet these standards.

ACADEMIC INTEGRITY

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON’S ACADEMIC HONESTY CODE, please visit <http://www.mgt.unm.edu/honesty>

Course Calendar: As the session progresses, a guest speaker may be included in our sessions, and/or I may slightly modify a session by adding or deleting a video. All paper due dates and exam due dates are firm.

All announcements/changes will be posted in Blackboard as a pop-up announcement: It is the student's responsibility to check Blackboard often (3-4 times per week) for Instructor Announcements. NOTE: All students should check their browser by clicking the Check Your Browser link on Blackboard’s entry page.

If you are having technical problems with Blackboard, you can contact free technical support through one of the following ways:

- Phone: (505) 277-4848 Email: learn@unm.edu.
- Overview Website: <http://online.unm.edu/help/learn/students/>

This course falls under all UNM policies for the last day to drop courses, etc. Please see <http://www.unm.edu/studentinfo.html> or the [UNM Course Catalog](#) for information on UNM services and policies. Please see the [UNM academic calendar](#) for course dates, the last day to drop courses without penalty, and for financial disenrollment dates.

COURSE CALENDAR (subject to minor change)**Fall 2015**

Week/Day	Graded Activity	Topic
Week 1 August 18	Participation	Chapter 1: What is Strategy and the Strategic Management Process Syllabus/Rubrics Introductions Watch the World
Week 2 August 25	Participation	Chapter 2: Evaluating a Firm's External Environment Selected Reading: Analyzing the External Environment of the Firm Team Formation/Assignment of Cases/Clients Review of Presentation Format
Week 3 Sept 1	Participation Library Database Presentation	Chapter 2: Evaluating a Firm's External Environment continued In-class exercise: Complete Problem Set #2, page 62 Team Meetings
Week 4 Sept 8	Participation Homework #1: Identify an article on strategy in current news. Write approx 250 words on how this firm's strategy is affected by its internal or external environment	Chapter 3: Evaluating a Firm's Internal Capabilities
Week 5 Sept 15	Participation	Chapter 4: Cost Leadership In-class exercise: Challenge Question #1 page 128 Team Meetings

Week/Day	Graded Activity	Topic
Week 6 Sept 22	Participation	Chapter 5: Product Differentiation In-class exercise: Problem set question #1, page 159
Week 7 Sept 29	Participation Homework #2: Complete Problem Set #6 and #7, page 27 and Problem Set #1, page 97	Chapter 6: Vertical Integration Team Meetings
Week 8 Oct 6	Participation Team Case Study Presentations Part 1 Cases or U.S. Cases	Team Case Study Presentations Part 1 Cases/U.S. Cases
Week 9 Oct 13	Midterm – in class Chapters 1-5 Participation	Review and Midterm Team Meetings
Week 10 Oct 20	Participation SBI Team Only: Consulting Project Part 1 due	Chapter 7: Corporate Diversification Chapter 8: Organizing to Implement Corporate Diversification In class exercise: Problem Set #1, page 217
Week 11 Oct 27	Participation	Chapter 8: Organizing to Implement Corporate Diversification
Week 12 Nov 3	Participation Team Case Study Presentations Part 2 Cases/Canada/Europe Homework #3: Problem Set #3, page 187, Problem Set #2, page 246	Team Case Study Presentations Part 2 Cases/Canada/Europe
Week 13 Nov 10	Participation Individual Paper Due	Chapter 9: Strategic Alliances Chapter 10: Mergers and Acquisitions Team Meetings

Week/Day	Graded Activity	Topic
Week 14 Nov 17	Participation Homework #4: , Problem Set #3, page 273 Problem Set #1, page 304, a-c SBI Teams Only: Consulting Project Part 2 Due	Chapter 11: International Strategies Born Global Firms: An Introduction In-class exercise: Challenge Question #2, page 339
Week 15 Nov 24	Participation Team Case Study Presentations Part 3 Cases/China/India/Latin America	Team Case Study Presentations Part 3 Cases/China/India/Latin America
Week 16 Dec 1	Participation	Review and Final – in class Chapters 6-11
Finals Week	SBI Team(s) Only Final Report/Client Presentation	

Team Case Study Evaluation

Content:	50%	Instructor Comments
<p>Team demonstrates knowledge of case study facts in the text, and can answer overview questions such as:</p> <p>Does the firm have a competitive advantage, if so what?</p> <p>What are the five forces</p> <p>What is value of firm's resources</p> <p>Discuss firm in terms of VRIO</p> <p>Define basic issues</p> <p>Develop and elaborate your own analysis and key issues</p> <p>Discuss basic accounting ratios pertinent to firm</p> <p>Discuss basic economic values</p> <p>Draw conclusion and formulate a set of recommendations</p>		
Theory:	20%	
<p>Team cites text and at least one relevant source external to the text.</p> <p>Team has pursued updated information on the firm from reliable sources if available.</p>		
Organization:	15%	
<p>Notes in preparation for oration are clear and points organized</p> <p>Format provided is followed</p>		
Team Unity:	15%	
<p>Team demonstrates unity in preparation, assists each other in class discussion, and demonstrates use of concepts in all discussion</p>		
Final Grade		Of 150 points

Paper Rubric

Content:	35%	Instructor Comments
The firm chosen is well introduced, and at least three concepts from our text and discussions are related to the firm's current strategy and its results. At least 60% of the writing is the author's own commentary.		
Theory:	20%	
Author cites text and at least one relevant source external to the text. Citations directly support essay.		
Organization:	15%	
Paper follows a logical format. Each paper contains a brief summary of the overall topics and a brief conclusion.		
Format:	30%	
In text citations are utilized as necessary. APA style or MLA preferred. A reference page is present Four double-spaced pages present not including title page Sentences are clear and well written. Standard grammar rules are observed and spelling is correct.		
Final Grade		

Consulting Project. In this class teams have an option to apply knowledge that we have learned throughout the semester by consulting a local business on a strategic topic. Students will work in groups of 4-6 to provide consulting services for a business on a strategic issue that we negotiate upfront. You will be expected to apply the tools and concepts we have learned throughout the semester in making your recommendations. I will provide additional guidance as the semester progresses, and we will receive support from UNM's Small Business Institute.

An overview of the consulting project is provided for planning your time. **Final plans have a 100 page limit including all appendices for submission to the SBI Project of the Year (POY) competition. Plans must be typed with 1" margin, 12pt font, double spaced. Title page and cover pages must conform to specific format. Each page should be numbered consecutively.**

- Initial Client Meeting: **Weeks 4 and 5.** This meeting should include all group members, the client, and the professor. Meeting should be held at the client's offices.
- Engagement Letter, Client Photo, Check, Thank you letter/invoice : **Due during Week 5.**
- **Consulting Project Part 1 (100 points) Due Week 10**
 - Discuss the strategic issue(s) agreed upon in the letter of intent. Identify at least five formal tools for analysis. At least two of the analyses must be covered in this class (i.e. choose at least 2 from the following list: General Environment, Porter's 5 Forces, Strategic Groups; Value-Chain/Value-Network; Benchmarking; VRIO, Internal or External Analysis Matrix, Strategic Mapping, Strategic Performance Measurement and Control). The other three can come from the list above or any formal analysis you have learned in the business school. Describe in your responsibility matrix (see below) which team members are completing each analysis (one page approximately)
 - Provide a table/matrix which identifies the duties and responsibilities of each team member and a **chapter outline** of your plan (20 points) **Team Grade**
 - Provide a one page overview of the firm's background (20 points) **Team Grade**
 - Provide a two page summary of findings to date for the plan section you are individually responsible for as identified in matrix and proposed recommendations. (50 points) **Individual grade**
 - Provide progress reports from meeting to date and individual time logs to date (forms found on our BB site) (10 points) **Team Grade**
- **Consulting Project Part 2 (200 points- 100pts Team Grade – 100 points individual) Final Draft Due Week 14**

This Draft should be COMPLETE, well written, and contain the items listed and described in the SBI rubric provided for the project. See Course Content on Blackboard: SBI Scoring Rubric. We will meet during Week 15, and I will have reviewed your plans and provided scoring and suggestions for improvement (if any) Sections/chapters written by individuals should be clearly marked.
- **Consulting Project Part 3 (150 points- Team Grade) Final Plan and Presentations during finals week.**

You will update and refine your final plan, and submit in Week 16 to SBI office as a PDF. If all items identified in the final draft are addressed – you will have a perfect score (100 points). 50 points will be reserved for assessing your final PowerPoint presentation to the client.

- Each group should complete four additional client meetings throughout the semester. Attendance at these meetings will be up to each group's discretion. This means you will meet with the client a **total of six times**, including the final presentation.