



SYLLABUS

MGMT 498 (002/003) – Strategic Management

Spring 2015

Instructor: Prof. Wellington Spetic, PhD
Email: spetic@unm.edu

Office Hours: Thursdays – 4:00pm-5:00pm
and by appointment (office) ASM 2060.

Meeting Days & Time:

Section 001, Thursdays, 5:30pm-8:00pm, room 1004.

Section 003, Thursdays, 12:30pm-3:00pm, room 1070.

PURPOSE AND METHOD

The actions and decisions firms make to maintain competitiveness are of key importance. Accordingly, this course deals in detail with the nature of the competitive environment and how firms formulate and implement competitive strategies given the nature of both external conditions as well as internal firm capabilities.

COURSE OBJECTIVES

Upon completion of this course, the student will be able to:

- Demonstrate an understanding of the impact of external environment elements on business decisions and actions;
- Demonstrate an understanding of the impact of internal organizational strengths and weaknesses on business decisions and actions;
- Demonstrate an understanding of how all functional areas of the firm must act in concert to support its strategy if the firm is to have enhanced performance; and
- Demonstrate an understanding of the challenges and opportunities for firms operating in multiple industries and/or markets.

TEXT AND/OR OTHER READINGS

1. Barney, Jay, B. & Hesterly, William, S. (2011). *Strategic Management and Competitive Advantage*, 4th edition (you will be ok with the 3rd edition or higher).
2. BSG Simulation Registration: Online Registration (\$44.95 per student).
3. Harvard Business School Cases (TBD).

COMMUNICATION

All communication regarding this course will be done through UNM Learn (<https://learn.unm.edu/>). Please make sure to check your UNM Learn account frequently. Not having checked your UNM Learn email and updates is not an excuse for being unprepared or misinformed about course activities.

CLASS ORGANIZATION AND STUDENTS' RESPONSIBILITIES

You are expected to read all required material and come to class prepared to participate. Your comments should not just summarize the readings but use critical thinking to add your own interpretation, impressions, disagreements or comments to the ideas in the readings.

Many of the topics discussed in this class can have multiple interpretations and the answer to certain questions many times is "it depends." Feel free to challenge or build upon any material presented by the readings or the instructor. But, in doing so, make sure that you show respect for the viewpoints and opinions of your colleagues and the instructor. Disrespect in any form will not be tolerated.

COURSE REQUIREMENTS AND STUDENT EVALUATION

Grades will be based on:

	Activity	Grade Percentage
Individual	Test 1	30%
	Test 2	35%
Group	Business Strategy Game Simulation	20%
	Team case analysis and presentation	15%
Total		100%

PERFORMANCE COMPONENTS

(Note: Specific, detailed information regarding each component will be given out in class).

Tests

There will be two examinations in this course. All material assigned and presented in class may be covered, including cases, articles, and all assigned chapter texts. If you miss the exam you will receive no grade for the exam you missed.

BSG Simulation

Students will have the opportunity to make strategic decisions in a competitive environment using a business simulation. Students will be placed in teams who will compete with one another in the global shoe industry. You must register for BSG to earn a grade. Failing to register will result in a grade of "0".

Case Studies

You and your case team will be assigned a Harvard Business Case study, which can be purchased from <http://www.harvardbusinessonline.com>. You and your team will analyze the case and present your findings in an interactive session.

There will also be other **opportunities to earn extra points** during the semester. These could be in the form of interactive quizzes (i.e. iClicker, Socrative) or other assignments. These will be completed during class at any moment and at the instructor's discretion. Unless I am notified of an absence in advance, you will receive no credit if you are absent, or late, on the day of the quiz – no exceptions.

Grading Scale

A+	98 – 100%	B+	88 – 89.9%	C+	78 – 79.9%	D+	68 – 69.9%
A	93 – 97.9%	B	83 – 87.9%	C	73 – 77.9%	D	65 – 67.9%
A-	90 – 92.9%	B-	80 – 82.9%	C-	70 – 72.9%	F	0 – 64.9%

Class Participation & Professionalism

Professional behavior is a basic requirement in the business world as well as in this class. A good way to think about professionalism is to consider whether or not what you are doing would be acceptable during a meeting.

- **Arriving to class on time / early departures** – late arrivals and/or early departures are distracting and impolite. As a business professional, you should arrive on time to meetings and stay until the meeting ends. Therefore, the same is expected of you during classes.
- **Preparing thoroughly for each class** – this course requires extensive discussion and critical thinking of issues. There will be some lectures on key concepts but students should come prepared to share knowledge and debate different perspectives.
- **Participating constructively** –
 - participation that shows evidence of thoughtful analysis;
 - participation that demonstrates that you have been listening to and responding to others' viewpoints;
 - you are able to influence the class to consider important avenues that it has neglected; and
 - you are able to engage constructively in debating points with other students.
- **Class attendance** – attendance of all classes is extremely important. I will take attendance and penalties will be applied to cases of excessive absences (see the Missed Class Policy below).
- **Respecting your colleagues and the professor** – common courtesy goes a long way in the business world and in this class. Disrespect in any form will not be tolerated.
- **Restricting use of computer** – you may use laptop computer **only** for taking notes and for course work. You may not use your laptops in class for email, checking or

preparing for another class, shopping, web-browsing, chatting, checking your facebook or twitter, etc. Violations will result in reductions in your grade.

- **Using the phone or texting during class is not allowed.**

This is by no means an exhaustive list of what constitutes professional behavior, but it serves the purpose of illustrating the expectations for this course.

MISSED CLASS POLICY

Missing classes reduces significantly your chance to participate in class discussions and, many times, to work with your team on class time allotted for group assignments. Students are expected to attend all classes and it is the student's responsibility to make sure that s/he receives credit for attending classes. **Signing in for another student is considered to be a serious breach of academic honesty and integrity** for both the person signing in for another student and the student whose name is being signed by another student. This type of behavior will be severely punished. **Repeatedly being late** for classes and/or **leaving early** and any other types of disruptive behavior are unacceptable and will negatively impact your grades.

The following penalties (out of your final grade) will be applied when unexcused absences occur:

- 3 or fewer absences – no penalty
- 4 absences – 3 points
- 5 absences – 5 points
- 6 or more absences – 7 points

LATE ASSIGNMENT POLICY

Ten percent will be deducted from your grade for late assignments. Assignments will not be accepted more than one week after the due date. Please note that this policy will be strictly enforced.

TEAMWORK POLICY

Teamwork will likely be a part of your professional life, but, sometimes, working in teams can be more challenging than doing your own individual work. Dealing with these difficulties is part of your group assignments and students are responsible for finding solutions to these challenges.

Non-cooperative group members are one of the greatest problems in teamwork. **Please refer to Learn for the policy “How to Deal With a Non-Cooperating Team Member”** if you find it necessary to resolve such issues in your group.

ACADEMIC HONESTY

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> . The following is a brief description of acts of academic dishonesty:

- a. **CHEATING:** intentionally using or attempting to use unauthorized materials, assistance, information, or study aids in any academic exercise;
- b. **FABRICATION:** intentional, reckless, and unauthorized falsification or invention of any information or citation in an academic exercise;
- c. **PLAGIARISM:** intentionally, recklessly, or knowingly misrepresenting the work, words or ideas of another as one's own in any academic exercise;
- d. **LYING:** intentionally giving false information, submitting false documents, or intentionally misleading anyone in connection with any academic matter;
- e. **UNAUTHORIZED COLLABORATION:** assistance or collaboration that has not been expressly authorized by the instructor. Students who are not clear on what assistance or collaboration is permitted should assume that none is permitted, or contact the instructor promptly and directly to inquire;
- f. **MISREPRESENTING GROUP CONTRIBUTION:** intentionally or otherwise allowing one's name to be included as an equal contributor on or to group work when that is not the case; and
- g. **FACILITATING ACADEMIC DISHONESTY:** intentionally or knowingly helping or attempting to help another to violate any provision of this Code or obstructing a Code investigation. This category includes the failure to report known or suspected cases of academic dishonesty.

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.

TENTATIVE COURSE SCHEDULE (MGT 498 002/003 – Spring 2015)

Wk	Date	Topic	Readings
1	Jan 15	Course introduction	None
2	Jan 22	The Strategic Management Process	Chapter 1
3	Jan 29	Evaluating Firms' External Environment	Chapter 2, BSG Presentation and Team Formation
4	Feb 05	Evaluating Firms' Internal Capabilities	Chapter 3, BSG Practice round 1
5	Feb 12	The Cost Leadership Strategy	Chapter 4, BSG Practice round 2
6	Feb 19	The Product Differentiation Strategy	Chapter 5, BSG begins
7	Feb 26	Test 1	
8	Mar 05	Vertical Integration	Chapter 6
9	Mar 12	Spring Break	
10	Mar 19	Corporate Diversification	Chapter 7
11	Mar 26	Organizing to Implement Corporate Diversification	Chapter 8
12	Apr 02	Strategic Alliances	Chapter 9
13	Apr 09	Mergers and Acquisitions	Chapter 10
14	Apr 16	International Strategies	Chapter 11
15	Apr 23	Test 2	
16	Apr 30	Group Presentations	BSG ends