



UNM

ANDERSON SCHOOL
of MANAGEMENT

MBMT 598: Strategic Management

Section 001 CRN 13963

Time: 7-9:30pm Wednesday

Room: ASM 1017

Instructor: Holly Hitzemann

Phone: 505-615-3377

Email: holly100@unm.edu but **PLEASE communicate** through Blackboard.

Office Hours: MW 3:15-4:00, Tues 11:00-12:30pm (or by appt)

Room 2131 or 2135 Anderson

TEXT and MATERIALS

Thomas Whellan, J. David Hunger, *Strategic Management and Business Policy Toward Global Sustainability, 14th Edition, 2012*(New Jersey, Pearson Education, Inc). The textbook will be on reserve at Parish.

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.

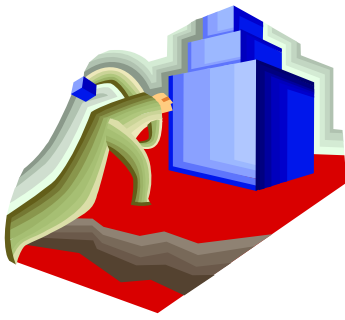
COURSE OVERVIEW

This course material fulfills the American Assembly of Collegiate Schools of Business (AACSB) accreditation requirement: to provide an understanding of the principles of strategic management which are utilized in modern organizations to create and sustain competitive advantage.

We will utilize a Blackboard complement to our text to enhance our learning and communication. It is critical that you familiarize yourself with Blackboard within the first week of the class. Some assignments will require printing, so if you don't have a printer at home, become familiar with the printers available to you throughout the campus.

Strategic Management is a set of managerial decisions and actions that determines the long run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation, strategy implementation, and evaluation and control.
(Whellan, Hunger, 2012)





COURSE OBJECTIVES

Understand the vital role of business strategies in creating and sustaining competitive advantage.

Discuss and apply methods for implementing strategies, and maintaining a culture of continuous creative planning.

Demonstrate use of the most reliable strategic approaches for setting a company apart.

Learn to distinguish a winning strategy from an average or flawed strategy.

Demonstrate ability to perform a case study analysis in oral and/or written formats.

Perform within a team and demonstrate strategic listening, communication, and presenting skills.

Apply the concepts learned in class to a real world business, and demonstrate effective use of strategic management tools.

Become more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Integrate the knowledge gained in earlier core courses in the business school curriculum, show how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.

Demonstrate ability to apply strategic planning by consulting with a local firm.

COURSE REQUIREMENTS AND GRADING

Activity	Points
Attendance/In Class Discussion Questions (10 pts ea for 12 lecture/presentation classes)	120
Individual Case Study/Selected Topic Written Assignment	100
Exams (2) 1 st = 200pts, 2 nd = 50pts	250
Consulting Project – Part 1	100
Consulting Project – Part 2	150
Consulting Project – Final Draft/Presentation	150
Team Case Presentation (PowerPoint)	130
Total	1000

Course Assignments and Graded Activities

Participation in this course is critical. In most sessions students will be called upon to **orally provide an answer** to either a Chapter Discussion question or a Mini-Case Study. Students will be selected at random to answer – so it is important to be prepared with your answers and present in class. We will conform to the standards for the **team full case analysis** provided in our textbook, Chapter 12, which provides direction in researching the case situation as needed, analyzing financial statements by using ratios and common-size statements, and using the strategic audit as a method of organizing and analyzing case information. It is critical that you review Chapter 12. **The team case presentation is a PowerPoint only, not a written report.**

The **individual paper** – length 4 double spaced pages not including title page and reference will focus on your choice of analyzing **two** strategic issues in **either** a case provided in your text book (not the same case you will complete in your team analysis or discussed in class) or **two** strategic issues central to a firm in which you are employed or have interest. These are very focused papers, dealing with narrow subject areas. APA or MLA style guide is appropriate. As example, you could discuss ethics and governance as it applies to a firm in which you are/were employed, or you could apply a STEEP analysis and then complete an SFAS for a firm which interests you. You could also discuss how CSR and leadership or organization structure are evidenced in a firm.

The **exams**. **The first exam** will be 15-20 multiple choice/short answer questions. The short answer questions will ask you to consider concepts we have discussed in class and ponder their relevance to your client. The first exam will also contain questions on concepts covered in videos or articles discussed in class. **The second exam will be a reflective one page response** to two questions regarding your experience with your client and the class material.

Consulting Project. In this class we will 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 per each analysis/chapter 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 (150 points- 100pts Team Grade – 50 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.

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+
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 2 assignments/tests which are not completed may result in an administrative withdrawal or a failing grade for the course.** More than 4 absences may also result in an administrative withdrawal or failing grade for the course. Class sessions cancelled for course project meetings are not included in this policy.

Contact me if you know you will be absent due to illness, work conflict, or other **emergency via email only via Blackboard**. If your absence falls on a paper or 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 two days past due date. Tardy papers will incur a 25 percent deduction. Exams cannot be taken after their due date, but given the nature of your absence, I may consider your submission of a paper to make up these points.

If you are a qualified person with disabilities who might need reasonable accommodations in this class, please communicate with me as soon as possible.

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 your 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.

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, presentation, assessment, 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. **If you are having technical problems with Blackboard, you can contact**

<http://online.unm.edu/help/learn/students/>

- If you are having problems with Pearson’s My Management Lab, contact their technical support.

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 change)
Spring 2015 Section 001- Wednesday 7-9:30pm
Time will be allowed after week two for team meetings each week.

Week/ Date	Graded/Required Activity	Text Readings/Other
1 Jan 14	Participation/Discussion Pts	Syllabus Review Blackboard Read Chapters 1: Basic Concepts of Strategic Management Appendix 1.A Strategic Audit of a Corporation
2 Jan 21	Participation/Discussion Pts Questions/Case Study Review	Create Formal Teams- Select Team Case Review all rubrics Read Chapter 2: Corporate Governance Mini-Case: Case #1 Recalcitrant Director at Byte
3 Jan 28	Participation/Discussion Pts Questions/Case Study Review	Presentation by Small Business Institute on Consulting Project Read Chapter 3: Social Responsibility and Ethics in Strategic Management Principles Presentation Mini-Case: Case #5 Early Warning or False Sense of Security
4 Feb 4	Participation/Discussion Pts Questions/Case Study Review	Client meetings this week Read Chapter 4: Environmental Scanning and Industry Analysis Review Chapter 12 Mini-Case: Case #17 – Whole Foods
5 Feb 11	Participation/Discussion Pts Questions/Case Study Review Client Letter of Intent, photos, client check, date of final presentation due to SBI office	Remaining client meetings this week Read Chapter 5: Internal Scanning: Organizational Analysis Review Chapter 12 Mini-Case: Case#7 Guajilote Cooperative

6 Feb 18	Participation/Discussion Pts Questions/Case Study Review	Read Chapter 6: Strategy Formulation: Situation Analysis and Business Strategy and Chapter 7: Strategic Formulation: Corporate Strategy Mini-Case: Case #15 Boston Beer
7 Feb 25	Participation/Discussion Pts Questions/Case Study Review Exam 1 – Chapters 1-8 Open Note	Chapter 8: Strategy Formulation: Functional Strategy and Strategic Choice Mini Case # 33: Logitech Exam 1 – Chapters 1-8 Open Note
8 Mar 4	Library Night and Team Meetings Participation Pts	Library Night and Team Meetings At the Fine Arts and Design Library, 4 th Floor. George Pearl Hall
9 Spring Break	SPRING BREAK	SPRING BREAK
10 Mar 18	Course Project Part 1 Due Printed Team Meetings	No Lecture Review of analysis notes Team by Team in class
11 Mar 25	Individual Paper Due Participation/Discussion Pts	Read Chapter 9: Strategy Implementation: Organizing for Action and Chapter 10: Strategy Implementation: Staffing and Directing
12 April 1	Team Case Presentations All team members must be present Participation Pts	No Lecture Team Case Presentations
13 April 8	Participation/Discussion Pts	Read Chapter 11: Evaluation and Control Discussion of issues with clients
14 April 15	Course Project Part 2 Due Printed	No Lecture Simply drop off printed final plans Exam 2 questions provided
15 April 22	Team Meetings Review of plans with each team Participation Pts	No Lecture Review of plans with each team. See SBI scoring rubric on Blackboard
16 April 29	Course Project Part 3 Due Printed/PDF to SBI	No Lecture – Use regular class time to finish plans
Finals Week May 4-8	Presentations to Clients Exam 2 Reflection- Take Home Due	Presentations to Clients Exam 2 Reflection- Take Home Due

Cases For Team Analysis

Case 6 – A123 Systems

Case 8 – Google Inc 2010

Case 9 – Amazon

Case 10 – Blue Nile

Case 11 – Groupon

Case 12 – Netflix

Case 13 - Carnival

Case 14 – Zynga

Case 16 – Panera Bread

Case 20 – Under Armour

Case 22 – Best Buy

Case 26 – Tesla

Case 27 - Delta

CASE PRESENTATION EVALUATION FORM

Case _____

Team _____

Excellent + Acceptable ✓ Poor -

I. Organization and Presentation of Report

A. Dress and
manner _____

B. Length of
report _____

C. Organization of report _____

D. Speaker balance _____

E. Speaking style and use of grammar _____

F. Visual aids _____

II. Contents of Report

A. Situation Definition

1. Considered current performance, mission, objectives _____

2. Considered corporate governance (if applicable) _____

3. Dealt with societal trends _____

4. Dealt with industry opportunities and threats _____

5. Identified internal strengths _____

6. Identified internal weaknesses _____

7. Stated strategic factors clearly and concisely _____

8. Considered both immediate and long term problems _____

CASE PRESENTATION EVALUATION FORM continued

B. Situation Analysis

- 1. Distinguished between symptoms and underlying problems
or causes _____
- 2. Distinguished between fact, opinion, and own inferences _____
- 3. Recognized all important factors _____
- 4. Considered the time frame of the case _____
- 5. Avoided excessive rehash of case facts _____
- 6. Reflected good understanding of case material _____
- 7. Brought in outside information as appropriate _____
- 8. Utilized relevant strategy concepts to aid understanding _____

C. Alternative Assessment

- 1. Identified all feasible alternatives _____
- 2. Alternatives consistent with situation assessment _____
- 3. Evaluated each alternative in terms of risk, cost, timing,
etc. as pros and cons. _____

D. Recommendation

- 1. Clearly presented the recommendation _____
- 2. Recommendation followed logically from previous analysis _____
- 3. Provided for implementation of recommended solution,
including control procedures _____

- E. Maintained proper balance among situation definition and
analysis, alternative assessment, and recommendation _____

Paper Rubric

Content:	35%	Instructor Comments
The firm/case chosen is well introduced, and at least two 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		