

**STRATEGIC MANAGEMENT (MGMT 598-003)**  
Syllabus Spring 2015

Instructor: Jens Deichmann

Class hours: Tuesday 7:00- 9:30 PM

Room: GSM 117

Phone: 681-2536 (cell)

Office: ASM 2135

E-mail: [jdeichmann@unm.edu](mailto:jdeichmann@unm.edu)

Office Hours:

Monday and Tuesday 6:00 – 7:00 PM and by  
appointment

### Letter to the Student

In this strategic management course we will review relevant concepts that you may have already studied as an undergraduate, but only to ensure that we are starting off with a common set of understandings about what strategic management is about, and how it is used in business and other contexts.

My goal is to provide to the class experiential and other meaningful learning opportunities that will prepare students for to meet real world management challenges. We will tie the concepts and practices of strategic planning and management to an appreciation of the larger environment in which businesses operate and its delimiting social, energy, and material realities.

### Student Learning Objectives:

- Demonstrate through application, participation in discussions, and case studies an understanding of the commonly accepted components and implementation of strategic planning and the role of leaders and organizational members in plan implementation; i.e., strategic management.
- Demonstrate a clear understanding and ability to verbalize how long-term success in business relies on a sustainable social-ecological support system.
- Demonstrate the skills required to critically examine and evaluate one or more going business concerns through the conceptual lenses covered in this course.

### Overview of the course

This class will include a combination of lecture, discussion of assigned readings and current topics, case studies, and group based experiences. Students will be given the choice of taking on a Small Business Institute strategic planning project or three relevant case studies. We will begin the course with a brief review of strategic management principles, followed by an exploration of practices that have been employed by successful businesses as they anticipated or responded to changed conditions in their internal and external environments. An overall theme of the course is to consider business as an important driver and beneficiary of sustainable practices as they relate to the social, ecological, and financial components and responsibilities of the firm.

The class will consider theories to the extent that they help inform in a general way the manner in which businesses act on and are acted upon by the environment, and how those realities are, or should be, taken into account in the process of developing strategic plans. We will take a systems approach to appreciate the many interacting variables of the business environment, and how they may derail the best of plans and implementation strategies. We will benefit from guest lecturers who can share with us locally relevant business experience.

Early in the semester we will form study groups that will work together both in and out of class to complete some of the assignments. We will employ practices identified as being effective in making group work valuable learning experiences as well as providing intra-group accountability.

### Expectations

Attendance: Absences are strongly discouraged, especially since we meet just one day a week. If you must miss a class, I request you send me an email ahead of time advising me of the circumstances and request a subsequent meeting to discuss any make-up requirement. More than one missed class can result in a lowered grade.

Written work products: Assigned papers are expected to be of the high quality consistent with the graduate level of this class, in both content and form. That means that papers should conform to accepted standards of word usage and grammar. With the availability of spell check and other applications, there should be no reason for spelling errors or

other typos. Greater than a minimal number of corrections will be subject to a lowered grade, regardless of material content.

**Preparation:** The value you derive from this class will be primarily a function of your preparation and active participation. My responsibility is to provide a framework and process that facilitates learning. You have an equal responsibility to engage in active learning that includes mindful reading of the assigned material before class, and being prepared to participate and lead discussions on the various topics.

**Individual participation:** Your active participation in the class is critical to learning new concepts and synthesizing them into individual and collective knowledge. It is also central to the success of the class as a whole. Accordingly, expect to participate in every class meeting and come prepared to evaluate and discuss the assigned readings, raise questions, and debate the ideas and concepts contained in the readings and raised in the discussions. Also, bring in news items and report other interesting activities, facts, and concepts you encounter during the week that are relevant to the class. Depending on other scheduled events such as guest speakers, we will generally begin each class with news reports and informal contributions by class members of current and relevant activities. You will be evaluated on the quality of your contributions to discussion topics.

**Group participation:** Groups of 3 to 5 will be formed to complete case study assignments and to participate in experiential activities designed to build team capabilities and actively learn strategic management concepts.

### **Course Resources**

We will rely on the required texts as well as articles in the academic and popular press. Case studies will be assigned for evaluation, critique, and discussion. We will also view videos that you and I identify as relevant to the class, and participate in visits to local businesses if they can be arranged within the constraints of our class schedule.

### **Required Texts**

- *Strategic Management for Results. Practical strategies for sustainable outcomes.* Linda L. Brennan & Faye A. Sisk. 2012. Cognella, Inc.
- *Sustainable Strategic Management.* Jean Garner Stead & W. Edward Stead. 2<sup>nd</sup> Ed. 2014. M.E. Sharpe, Inc.

### **Example Additional Sources**

The Economist, Business Week, Wall Street Journal, Fast Company, Albuquerque Journal, and the wide array of online news sources

### **Assignments**

Weekly assignments generally follow what is provided in this syllabus. However, they are subject to change with advance notice to allow for contingencies, opportunities for unplanned field trips and guest lectures, or other developments that require some flexibility.

### **Reflections on Assigned Readings**

Students will provide written reflections on assigned readings. These assignments will be scheduled throughout the semester to keep everyone engaged and allow everyone multiple opportunities to synthesize concepts and develop skills in leading discussions. Written assignments are due prior to class and should be submitted via class UNM Learn (Blackboard) website – under the “Assignments” link. Students will be asked at random to lead discussions, so be prepared to summarize and critique. A separate Discussion Forum is available for all to initiate threads of discussion regarding the assignments or other relevant topics. If a paper is late it will receive a lower number of points. If it is completely unresponsive, it will receive no credit. In the latter case, I will work with the student to improve the quality of future reflections. Points awarded will count toward the total number possible for the class and final grades will be assigned accordingly.

### Case Studies or SBI Project

Case studies will be drawn from sources such as Harvard Business Publishers. Groups that choose this option will be allowed to propose cases they would like to work on, subject to prior approval. Groups may instead choose to conduct a consulting assignment with a local business in cooperation with the Small Business Institute (SBI). Details of each option will be discussed in the first class and subsequent to formation of study groups.

Case analyses or consulting reports will be presented by the respective groups to the full class. Written work products will be submitted electronically via Blackboard.

### End of Semester Synthesis

The final assignment will consist of a synthesis of what you have learned in this course and how it tied together the tools you have gained from your MBA experience. For example: What insights and skills did you develop? What challenges do businesses face in planning for the future in an uncertain world? What management tools will serve you and which may need to change, if at all? How have your views and understanding of strategic planning and implementation changed, if at all, as a result of your readings and discussions? How do you envision applying this knowledge to your chosen career path? (~5-8 pages, double-spaced, 12 pt.)

This will be due no later than May 15.

### Grading

Grades will be assigned based on the following criteria and corresponding possible points.

Class participation/contribution to discussions	50
Assigned reading reflections	100
3 Case studies or SBI consulting assignment	650
Group members' assessments of your contribution to case studies	50
Synthesis paper	<u>150</u>
	1,000

Point Range	Letter Grade
971 - 1000	A+
931 - 970	A
900 - 930	A-
871 - 899	B+
831 - 870	B
800 - 830	B-
771 - 799	C+
731 - 770	C
700 - 730	C-
600 - 699	D
< 600	F

### Relevant Policies

It is UNM policy to meet the needs of disabled students and to create an environment that is conducive to the learning of all our students. If you are a qualified student 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. Ethical lapses such as plagiarism are very serious and will result in a failing grade for the course.

## Schedule of Topics and Assignments

1. January 13
  - Introductions
  - Review of pre-course survey of educational background, interests, and class expectations
  - Purpose and framework of study: Nexus between strategic management and business sustainability: Why we can't plan strategically in a vacuum.
  - Discussion of class structure and schedule, readings, suggestions
  - Students' expectations: Does this program as described meet your needs? Suggestions/discussion of alternatives
  - Presentation by SBI
  - Formation of study groups
  - Conceptual models: Porter's Five Forces, adaptive cycle, panarchy, inter-relationships, and feedbacks of external environments
  - Video: Why strategies fail - Chussil
  - Assignment due Jan. 20:**
  - Reading and reflection #1
  - Strategic Management for Results:*
    - Chapters 1&2 and Closing Case on Eastman Kodak, p. 23-24.
    - Kodak bankruptcy
  - Sustainable Strategic Management:* Chapter 1
  - Submit written reflections on (1) Kodak demise, (2) how Kodak leadership failed in its strategic management role, and (3) your initial perspectives on the role of systems thinking in strategic management (2-3 pp).
2. January 20
  - Presentation of projects by SBI
  - News articles
  - Student-led discussion of assigned readings
  - Video: Porter's Five Competitive Forces That Shape Strategy, and critique of model
  - Review: Roles of vision, mission, objectives, goals, and SWOT
  - Preliminary planning for guest lecturers, possible visits to businesses
  - Discuss case studies for semester
  - Assignment due Jan. 27:**
  - Reading and reflection #2
  - The Art of Strategic Management* - (Maranville)
  - The Five Competitive Forces*, (Porter) and Review articles
  - 1-2 page comparative between Porter and Maranville
  - Scan *Strategic Management for Results* – Chap. 7
3. January 27
  - News articles
  - Comparative discussion of strategic management as science and/or art
  - Case study analytical methods, tools – conventional and suggested modifications – synthesis vs analysis
  - Download case study I, time for group work (if applicable)
  - Assignment due Feb 3:**
  - Reading and reflection #3
  - Sustainable Strategic Management* – Chap. 2
  - Strategic Management for Results* – Chap. 6
  - View videos on conducting case studies – available on Blackboard
  - 2-3 page reflection on readings.
4. February 3
  - Guest lecture: TBD
  - Presentation by Todd Quinn, Parish Library on research tools

Student-led discussion of readings

**Assignment due Feb. 10:**

Reading and reflection #4

*Sustainable Strategic Management* – Chap. 3

1 page reflection on key points

1 page take-aways from guest lecture

5. February 10

News articles

Student-led discussion of reading and guest lecture feedback

Time for group work on case studies, SBI projects

CS Framework

Organize case study task assignments etc.

Scope definition, finalize commitment letters

Video: Russell Ackoff – systems management

Video: Good Strategy/Bad Strategy

**Assignment due Feb. 17:**

Reading and reflection #5

*Strategic Management for Results* – Chaps. 3-5, pp. 27-32, 47-69

1-2 page reflections on readings

Download case studies or begin work Small Business Institute projects

6. February 17

News articles

Guest lecture TBD, possible off-site

**Assignment due Feb. 24:**

Reading and reflection #6

*Sustainable Strategic Management* – Chap. 4

1 page take-aways from guest lecture

1 page reflection on reading

7. February 24

News articles

Student-led discussion of assigned reading; guest lecture feedback

Debrief on case study process, group experiences, lessons learned

Videos on Systems Management and Strategy:

Group work on case study/SBI

**Assignment due March 3:**

Preparation for presentations on case studies

8. March 3

News articles

Student-led discussion on assigned readings

Presentations on case study I

Q&A, suggestions, critique

**Assignment due March 17:**

Reading and reflection #7:

*Sustainable Strategic Management* – Chap. 5

*Strategic Management for Results* – Chap. 8

2-page reflection on key points

March 10 – Spring Break

9. March 17
  - News articles
  - Student-led discussion of assigned reading
  - Guest lecture: TBD
  - Group work on SBI projects and case studies
  - Assignment due March 24:**
  - Reading and reflection #8
  - Sustainable Strategic Management* – Chap. 6
  - 1-2 page reflections on key points
  - 1 page take-aways from guest lecture
  
10. March 24
  - News articles
  - Student-led discussion of assigned reading
  - Presentations – Case Studies II
  - Q&A, suggestions, critique, discussions
  - Assignment due April 8:**
  - Reading and reflection #9
  - Sustainable Strategic Management* – Chap. 7
  - 1-2 page reflections on reading
  
11. March 31
  - Possible field trip
  - Assignment due April 7:**
  - Reading and reflection #10
  - Sustainable Strategic Management* – Chap.8
  - 1-2 page reflection on readings
  - 1 page takeaway from field trip
  
12. April 7
  - News articles
  - Student-led discussions on assigned reading
  - Video
  - Group work on case study III and SBI projects
  
13. April 14
  - New articles
  - Presentations – Case Studies III
  - Assignment due April 21:**
  - Assigned reading, TBD
  - Learning Outcome Assessment test – on UNM Blackboard – 5pts extra credit
  
14. April 21
  - News articles
  - Student-led discussions on assigned reading
  - Lecture/discussion on selected topics
  
15. April 28
  - SBI project presentations and class critique/suggestions
  - Group-led debrief on class. How will these lessons be applied to students' goals?
  - Synthesis paper due no later than May 5
  
16. May 5 – Presentation of consulting assignment results