STRATEGIC MANAGEMENT (MGMT 598-003)
Syllabus Spring 2015

Instructor: Jens Deichmann
Class hours: Tuesday  7:00- 9:30 PM  
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Monday and Tuesday  6:00 – 7:00 PM and by  
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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**

**Example Additional 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.

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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