



## **MGMT 498 : Strategic Management**

**Spring 2016 – CRN 13686 – Section 004**

**Classroom: ASM 1017**

**Times: Tuesday: 7-9:30pm**

Instructor: Holly Hitzemann

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Office Hours: Tues/Thurs: 10:30-12:30, 6-7 pm Tues, or by appt. Room 2131 or 2135

### **TEXT and MATERIALS**

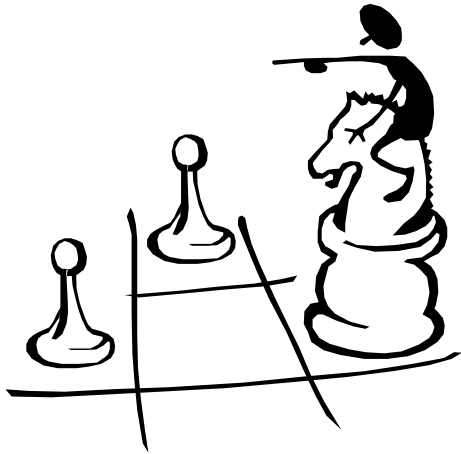
Jay B. Barney and William S. Hesterly, *Strategic Management and Competitive Advantage, Concepts and Cases. 5<sup>th</sup> Edition, 2015, (Pearson)*

H. Hitzemann, *Small Businesses, Big Ideas. 1<sup>st</sup> Edition, 2015 (Cognella Academic Publishing)*

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.



**W**hy 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

**COURSE REQUIREMENTS AND GRADING**

Class Participation and Attendance (15 sessions 10 points each)	150 points
Midterm	150 points
Final	150 points
Team Case Studies (2)	200 points
Pop Quizzes (3)	150 points
Homework (5- 40 points each)	200 points

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

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

The **Team Presentation Case Study** 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. The written case analysis by each team** must provide written answers to the Discussion Questions at the beginning of the case – see U-Like...case in Small Business/Big Ideas. **A rubric for this assignment is also provided. Please collaborate on your team assignments in UNM Learn. If, by chance, there is an issue regarding a team member involvement, your instructor can view the collaborative history via the email and file exchange tools.**

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.

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 three unexcused absences may result in an administrative withdrawal, a diminished grade for course, 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 a make-up exam.

### ***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](mailto: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)**

**Spring 2016**

Note: Chapter readings refer to our Barney Strategy textbook and Selected Readings are from the Small Business/Big Ideas textbook

<b>Week/Day</b>	<b>Graded Activity</b>	<b>Topic</b>
Week 1 Jan 19	Participation	Chapter 1: <i>What is Strategy and the Strategic Management Process</i> Selected Reading: <i>Introduction to Strategy</i>  Syllabus/Rubrics Introductions Watch the World
Week 2 Jan 26	Participation <b>Homework #1:</b> Complete Problems 1.18 and 1.19, pg. 25 in Barney textbook.	Chapter 2: <i>Evaluating a Firm's External Environment</i>  Team Formation/Assignment of Cases Review of Presentation/Written Format for team case analyses
Week 3 Feb 2	Participation  <b>Quiz:</b> Chapters 1,2, selected readings, videos	Chapter 2: <i>Evaluating a Firm's External Environment continued</i> Selected Reading: <i>Analyzing the External Environment of the Firm, pgs. 9-27</i> <b>In class discussion exercise:</b> Problems 2.10,2.11 pg. 59 in Barney <b>Team Meetings</b>
Week 4 Feb 9	Participation <b>Homework #2:</b> Answer the Discussion Questions for Case: Albina Ruiz and Healthy City – Approximately 1-2 pages typewritten in Small Businesses, Big Ideas	Chapter 3: <i>Evaluating a Firm's Internal Capabilities</i> Selected Reading: <i>An Overview of the Family Business</i> Library Database Presentation by Todd Quinn <b>In-class discussion exercise:</b> Problem Set 3.11, pg. 95 in Barney
Week 5 Feb 16	Participation	Chapter 4: Cost Leadership <b>In-class exercise:</b> Challenge Question 4.1 page 125 in Barney <b>Team Meetings</b>

<b>Week/Day</b>	<b>Graded Activity</b>	<b>Topic</b>
Week 6 Feb 23	Participation <b>Homework #3:</b> Problem Set 3.12, pg. 95 in Barney	Chapter 5: Product Differentiation <b>In-class exercise:</b> Problem set question 5-8, page 157 in Barney
Week 7 March 1	Participation <b>Quiz:</b> Chapters 3-5, selected readings, videos	Chapter 6: Vertical Integration <b>Team Meetings</b>
Week 8 March 8	Participation <b>Team Case Study Presentations Part 1 Cases</b>	<b>Team Case Study Presentations Part 1 Cases</b>
March 13-20	Spring Break	
Week 9 March 22	<b>Midterm – in class Chapters 1-5, selected readings, videos and may include question(s) from Team presentations</b> Participation	Review and Midterm <b>Team Meetings</b>
Week 10 March 29	Participation <b>Homework#4:</b> Problem Set 6.12, pg. 184 in Barney	Chapter 7: Corporate Diversification Chapter 8: Organizing to Implement Corporate Diversification <b>In class exercise:</b> Problem Set 7.6, page 214 in Barney
Week 11 April 5	Participation <b>Team Case Study Presentations Part 2 Cases or Small Business/Big Ideas cases</b>	<b>Team Case Study Presentations Part 2 Cases or Small Business/Big Ideas cases</b>
Week 12 April 12	Participation <b>Team Written Case Analysis Due: Restructuring U-Like ... pg. 189, Small Business, Big Ideas</b>	Chapter 9: <i>Strategic Alliances</i> Chapter 10: <i>Mergers and Acquisitions</i> <b>In class exercise:</b> Problem 9.13 pg. 272 in Barney
Week 13 April 19	Participation <b>Homework #5:</b> Problem Set 8.8, page 243 and Problem Set 10.8, a-c only, pg. 303 in Barney <b>Quiz: Chapters 6-10, selected readings, videos</b>	Chapter 11: International Strategies Born Global Firms: An Introduction <b>In-class exercise:</b> Challenge Question 11.3, page 338 in Barney

<b>Week/Day</b>	<b>Graded Activity</b>	<b>Topic</b>
Week 14 April 26	Participation <b>Team Case Study Presentations</b> <b>Part 3 Cases or Small Businesses/Big Ideas cases</b>	<b>Team Case Study Presentations</b> <b>Part 3 Cases or Small Businesses/Big Ideas cases</b>
Week 15 May 3	Participation <b>Final – in class Chapters 6-11, selected readings, videos and may include question(s) from Team Presentations</b>	n/a
Week 16	No finals week activity.	n/a



**Team Case Study Evaluation**

<b>Content:</b>	50%	<b>Instructor Comments</b>
<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>		
<b>Theory:</b>	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>		
<b>Organization:</b>	15%	
<p>Notes in preparation for oration are clear and points organized</p> <p>Format provided is followed</p>		
<b>Team Unity:</b>	15%	
<p>Team demonstrates unity in preparation, assists each other in class discussion, and demonstrates use of concepts in all discussion</p>		
<b>Final Grade</b>		Of 100 points

**Team Written Case Analysis – (approx. 4-5 pages)**

<b>Content:</b>	65%	<b>Instructor Comments</b>
Team demonstrates knowledge of case study facts in the text, provides a general introduction to the case, and answers each discussion question thoroughly		
<b>Theory:</b>	20%	
Team cites text and at least one relevant source external to the text. Team has pursued updated information on the firm from reliable sources if available.		
<b>Grammar and format:</b>	15%	
All formatting requirements for either APA or MLA are present. In text citations are present where needed. Grammar and sentence structure is excellent.		
<b>Final Grade</b>		Of 100 points