



The University of New Mexico  
Anderson Schools of Management  
MSC05 3090  
Albuquerque, New Mexico 87131  
www.mgt.unm.edu

Karen D.W. Patterson, PhD  
Office: ASM 2089  
Telephone: 277.2807  
E-mail: patterson@unm.edu

SYLLABUS  
STRATEGIC MANAGEMENT 498  
Spring 2016

Class Room: ASM 1070  
Office hours: Wednesday 2:00 – 3:00 pm, Thursday 12:00-12:30pm & 3:00-3:30pm  
and by appointment

**REQUIRED MATERIALS**

Strategic Management in Action 6<sup>th</sup> Edition by Mary Coulter  
BSG-Online Simulation (\$44.95/student): <http://www.bsg-online.com/>

**RECOMMENDED MATERIALS**

In addition to the required readings, we will discuss many strategy topics from the business press. As such, to help you increase your knowledge of current strategy issues and topics, I recommend the following media and websites:

ceoexpress.com	Great portal to access many other business periodicals
Fortune	Bi-weekly periodical that covers U.S. and some international business issues
Business Week	Weekly periodical that covers U.S. and some international business issues
Fast Company	Monthly periodical that covers U.S. and international business issues
The Economist	Weekly periodical that covers U.S. and international business and political issues
Wall Street Journal	Daily periodical that covers U.S. and some international business issues

**COURSE OBJECTIVES**

Strategic Management is intended to be a challenging, exciting and applicable capstone course for the undergraduate curriculum. The primary objective of this course is to introduce the student to the analysis and formulation of strategic problems and decisions facing managers and leaders. This class will focus on the *assessment, creation and implementation* of business strategy. The diagnosis of business problems is only a small component of a successful competitive strategy. Making a particular strategy work, for a specific firm in a specific market, is a critical and underemphasized element of strategic management. You will be encouraged and challenged to think about the *implementation* of any prospective strategies and to evaluate the economic and ethical implications of these strategies for company stakeholders. To this end, we will present material from the textbook, discuss current issues

facing managers, and assess the creation and implementation of strategic decisions through the use of a simulation.

Another object of this course is to improve your written and oral communication skills and your teamwork skills. Contemporary managers are valued not only for their skills at technical analysis and problem solving, but also for their ability to *communicate* their solutions, *persuade* others of the viability of their insights and *construct* creative solutions in a group context.

The material in this course is designed to keep your interest and attention. In my mind, the process of creating, implementing and evaluating strategies make this class interesting to take and fun to teach. I hope this course will be the best you have ever had and that it will be instrumental in helping to make you more successful in your career and more knowledgeable about successful management.

**COURSE REQUIREMENTS**

<u>Assignments</u>	<u>Points</u>
Exam 1 (chs. 1, 2, 3, & 4)	100
Exam 2 (cumulative)	150
Quizzes	60
Simulation	250
Current event presentation	120
SWOT Analysis	120
Peer Evaluations	100
Discussion	50
Attendance	50
 Total	 1000

**GRADING SCALE**

<b>Points</b>	<b>Percentage</b>	<b>Letter Grade</b>
895-1000	89.5-100%	A
795-894	79.5-89.4%	B
695-794	69.5-79.4%	C
600-694	60-69.4%	D
Less than 600	Less than 60%	F

**DESCRIPTION OF COURSE REQUIREMENTS**

**PROFESSIONALISM**

It is expected you will respect others by not using communication devices during the class period and not talking while someone else is presenting or offering in-class discussion. Disrespectful or unprofessional behavior will result in a loss of points to your participation grade.

ASM is committed to deterring the corrosive force of academic dishonesty. Along with the conduct described in the Student Handbook, the ASM Academic Honesty Task Force has identified specific actions and requirements involving any academic dishonesty. Any violation

of the Student Code of Conduct will result in the appropriate sanctions being applied. Violations include: plagiarism, exam misconduct, disrespectful or inappropriate behavior, etc. Please refer to the UNM Pathfinder and read the ASM Academic Honesty policy for additional information: <http://www.mgt.unm.edu/honesty/>

Written assignments should be word-processed, double-spaced, page numbers on the bottom, with reasonable fonts and margins (12 point font, 1 inch margins). Unless otherwise stated in class, assignments should be turned in electronically, either through email or WebCT. Keep a back-up copy and maintain proof of submission when submitting assignments online. Assignments are due by the beginning of class the day they are due.

**NOTE: Late assignments will not be accepted.**

### **EXAMS**

The exams include everything written in the book, presented in class, and on the class notes (even if it is not covered in class). Exams are a combination of multiple choice and essay/short answer questions.

**NOTE: No makeup exams will be given except where documented emergency, documented illness or university approved absence dictates.**

### **SIMULATION**

Each group will be required to simulate an executive team making strategic decisions for an athletic footwear company that produces and markets both branded and private-label footwear and competes head-to-head against footwear companies run by other members of the class. Each week that simulation decisions are due, groups will need to log in and input their decisions on each of 10 decision screens. Simulation decisions should be completed as a group.

**Simulation Quizzes:** There will be two quizzes about the simulation. The quizzes should be completed through the simulation website. Quiz deadlines are one week after the quiz is made available but the quiz may be completed at any point during that week. The first quiz will be available after the first practice round. The first quiz covers the content of the participants guide. You will have 45 minutes to complete the quiz after you access it. The second quiz will be available after the 3<sup>rd</sup> round of decisions. The second quiz covers industry and competitive intelligence reports and the different strategic options available for improving your company's performance. You will have 90 minutes to complete the quiz after you access it.

### **GROUP PRESENTATION AND REPORT**

**Current Event Presentation:** Each group will be required to provide an analysis of a current event in order to demonstrate the group's ability to apply the knowledge learned in class to real world situations. Each group will present (in verbal form) a presentation on a popular business press article that deals with ONLY 2 specific topics discussed in class. The verbal presentation should be 10-12 minutes in length, not including questions. The article must be turned in to the instructor at least one week before it is to be presented. No two groups may present on the same article. The presentation should include all the components outlined in the assignments template posted on the course website. Each group member is expected to participate during the presentation, either through presenting the article directly or answering

questions after the presentation. Articles used for current event analysis must be written after November 2015.

**SWOT Analysis:** Each group will complete the semester by writing a report of its simulated company's strategic situation. The report should provide a full internal and external analysis of the company. Each group member is expected to participate in writing the report. The report should include all the components outlined in the assignments template posted on the course website.

### **PEER EVALUATIONS**

Because such a large portion of the class is determined by group projects, peer evaluations will be used in determining your final grade. In addition, any group member who does not contribute an equitable amount of time and effort to the group projects may be fired from the group at any time prior to the 12<sup>th</sup> week of class. For a group member to be fired, the remaining group members must unanimously agree to the decision. If a group feels that a certain member deserves to be fired, that group may present their decision to the instructor, we will then all meet with the negligent group member and discuss the course of action. If a group member is fired, it will result in the loss of one letter grade and he or she will have to do an individual project consisting of the same or more amount of work than the original project.

### **PARTICIPATION**

True learning can only be achieved if each student is actively participating. To stimulate participation, class contribution will count toward the final grade in the following ways:

**Discussion:** As members of any organization, you will be expected to contribute knowledge, ideas, and solutions to your colleagues. To better prepare you to speak in business situations, you will be expected to contribute to class discussions. This includes answering questions posed by the instructor, contributing to discussions of in-class activities, or asking questions of your peers when they are presenting. You are also able to lose points due to inappropriate or rude behavior during class or peer presentations. Discussion points cannot be made up but are averaged over the entire semester.

**Attendance:** Since class meets only once a week, attendance is extremely important; it is your chance to ask questions, learn from the other students, and integrate the material in the course. It is strongly encouraged that you attend every class meeting and you cannot earn discussion points if you are not in class. Missing more than one class throughout the semester will result in the forfeiture of all attendance points.

### **ACCOMODATIONS**

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me prior to the second week of class 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. Appropriate documentation is required. For further questions, please refer to the Student handbook policy: <http://policy.unm.edu/university-policies/2000/2310.html>

For help with problems that are not considered qualified disabilities, please contact Agora Crises Center at 277.3013 or [agora@unm.edu](mailto:agora@unm.edu). This center is provided as an all-issue help line that can help students dealing with a number of academic struggles.

## **TENTATIVE COURSE OUTLINE**

### **ASSIGNMENT DUE DATES**

<b>Date</b>	<b>Assignment</b>
January 21	Form Groups
Mar 3	Exam 1
Mar 10	Simulation Begins
Mar 31 - Apr 21	Current Event Presentations
Apr 28	Exam 2
May 5	SWOT Analysis Due

### **LECTURES AND SIMULATION DEADLINES**

Jan 21	THE IMPORTANCE OF STRATEGY/GROUPS/INTRODUCTIONS
Jan 28	INTRODUCTION TO STRATEGY Chapter 1
Feb 4	CONTEXT OF MANAGING STRATEGICALLY Chapter 2
Feb 11	EXTERNAL ANALYSIS Chapter 3 <b>Simulation Practice Round 1 Decisions Due</b>
Feb 18	INTERNAL ANALYSIS Chapters 4 <b>Simulation Practice Round 2 Decisions Due</b>
Feb 25	WRAP UP AND REVIEW
Mar 3	<b>EXAM 1 (strategic context, internal and external analysis, functional strategies)</b>
Mar 10	FUNCTIONAL STRATEGIES Chapter 5 <b>Simulation Round 1 Decisions Due</b>
Mar 17	SPRING BREAK – NO CLASS
Mar 24	COMPETITIVE STRATEGIES Chapter 5 <b>Simulation Round 2 Decisions Due</b>

Mar 31	COMPETITIVE STRATEGIES Chapter 5 <b>Simulation Round 3 Decisions Due</b>
Apr 7	CORPORATE STRATEGIES Chapter 6 <b>Simulation Round 4 Decisions Due</b>
Apr 17	CORPORATE STRATEGIES Chapter 6&7 <b>Simulation Round 5 Decisions Due</b>
Apr 21	WRAP UP AND REVIEW <b>Simulation Round 6 Decisions Due</b>
Apr 28	<b>EXAM 2 (comprehensive)</b>
May 5	<b>SWOT Analysis Due</b>