



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

TEXT and MATERIALS

Cornelis A. de Kluyver, John A Pearce, *Strategy – A View From the Top*, 4th Edition. 2012.
(Pearson)

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

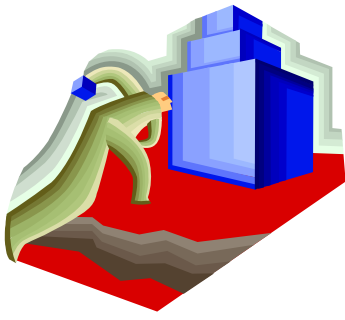
Students are also expected to regularly read at least one of the following business periodicals: The Wall Street Journal, Business Week, Fortune, or Forbes. Students may also view news videos on the Internet. All periodicals are available in the Parish library or accessible via the internet.

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.





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 15 lecture/presentation classes/Team meeting)	150
Individual Case Study	100
Individual Paper	100
Exams (2) 1 st = 100pts, 2 nd = 150pts	250
Consulting Project – Part 1	100
Consulting Project – Part 2	150
Consulting Project – Final Draft/Presentation	150
Total	1000

Course Assignments and Graded Activities

Participation in this course is critical. We will conform to the standards for the **full case analysis**.

Please collaborate on your team consulting project 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 **individual case study** asks students to answer the discussion question found at the beginning of each case in *Small Businesses/Big Ideas*.

The **individual paper** – length 4 double spaced pages not including title page and reference will focus on **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 on-line and consist of multiple choice questions. The first exam will also contain questions on concepts covered in videos or articles discussed in class. **The second exam will be in class, and consist of multiple choice/short answer questions.**

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 4-5 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. A Student Manual is provided for guidance on Blackboard.**

- 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.
- Meet again with client with Engagement Letter (this must also have instructor signature and approval of content: **Due during Week 5. Deliver signed engagement letter to SBI.**
- **Consulting Project Part 1 (100 points) Due Week 7**
 - 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 on the plan section(s) you are individually responsible for as identified in matrix. (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 13**

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 15 to SBI office as a PDF **at least 4 days prior to client presentation.** 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. Some meetings may be phone meetings – or done via teleconferencing.

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 of a medical or family emergency. 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 a make-up exam based on the reason for your absence.

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 2016 Section 001- Wednesday 7-9:30pm
Time will be allowed after week two for team meetings most weeks.

Week/ Date	Graded/Required Activity	Text Readings/Other
1 Jan 20	Participation Fill out background form	Syllabus Review Blackboard Read Chapter 1: <i>What is Strategy?</i> (Kluyver) Read <i>Introduction to Strategy</i> (Hitzemann)
2 Jan 27	Participation	Create Formal Teams- Review all rubrics/SBI Consulting Manual Read: <i>A Guide to Case Analysis</i> https://business.lsu.edu/Student-Resources/Documents/guide_to_case_analysis.pdf (ignore references to this article's textbook) Read Chapter 2: <i>Strategy and Performance</i>
3 Feb 3	Participation Complete SBI forms	Presentation by Small Business Institute on Consulting Project/Selection of Clients Read Chapter 3: <i>Analyzing the External Strategic Environment</i> (Kluyver)
4 Feb 10	Participation	Client meetings this week Read Chapter 4: <i>Analyzing an Industry</i> (Kluyver) Read <i>Analyzing the External Environment of the Firm</i> (Hitzemann)
5 Feb 17	Participation Client Letter of Intent Due	Remaining client meetings this week Read Chapter 5: <i>Analyzing an Organization's Strategic Resource Base</i> (Kluyver) Read An Overview of Family Business (Hitzemann)
6 Feb 24	Participation Online Exam Chapters 1-5, readings/videos Due Feb 27	Read Chapter 6: <i>Formulating Business Unit Strategy</i> and Chapter 7: <i>Business Unit Strategy: Contexts and Special Dimensions</i> (Kluyver) Review Analysis Tools: 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
7 Mar 2	Participation Course Project Part 1 Due Printed	Evaluation and Control – Special Presentation Forging Alliances – Special Presentation Case review – Albina Ruiz and Healthy City
8 Mar 9	Library Night and Team Meetings Participation	Library Night and Team Meetings Review of analysis notes
Spring Break	SPRING BREAK	SPRING BREAK
9 Mar 23	Individual Paper Due Participation	Read Chapter 9: <i>Corporate Strategy: Shaping the Portfolio</i> Chapter 10: <i>Corporate Strategy: Managing the Portfolio</i> (Kluyver)
10 Mar 30	Participation	Focus on Business Models - Special Presentation Case review – Compumat: Math that Can't Add
11 April 6	Participation Individual Case Study Due	No Lecture Team Meeting Time/Instructor Assistance
12 April 13	Participation	Chapter 8: <i>Global Strategy</i> (Kluyver) Read <i>Born Global Firms</i> (Hitzemann) (includes special presentation)
13 April 20	Course Project Part 2 Due Printed Participation	No Lecture Simply drop off printed final plans
14 April 27	Team Meetings Review of plans with each team Participation	No Lecture Review of plans with each team. See SBI scoring rubric on Blackboard
15 May 4	Course Project Part 3 Due Printed/PDF to SBI Exam 2 Chapters 6-10, other class presentations – in class	Exam 2 Chapters 6-10, other class presentations – in class SBI Survey on Student Experience
Finals Week May 8-14	Presentations to Clients	Presentations to Clients

Cases for Individual Analysis

Matt Powell: A Passion for Wine

Attune Foods: Challenging the Goliaths with Authenticity

Eric Edelson and Fireclay Tiles

City Furniture and Mattress

Tavazo Co.

True Fruits

Restructuring U-Like...

The Pudong Coffee Shop

Verugua Rainforest

Individual Paper Rubric

Content:	35%	Instructor Comments
The firm 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		

Individual Case Study Rubric

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