

**Sam Houston State University
College of Business Administration
Department of Management & Marketing**

FALL 2017

CONTACT INFORMATION

Course Number: Management 4390
Course Title: Strategy Management & Policy
Prerequisites: MGT 3380, MKT 3310, FIN 3320, and senior standing

Professor: Jamie Collins, PhD
Office: TWC 310; Huntsville: SHB 206B
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Office Hours: Huntsville: TR 11:00-12:00, TWC: T 5-6; and by appointment

COURSE DESCRIPTION

The focus of this Strategic Management course is on corporate level and business-unit level strategy formulation and implementation. The basic theme of the course is the concept of strategy which encompasses the relationship between a business enterprise and its environment. The topics to be covered include industry analysis, internal analysis, achieving and maintaining different types of competitive advantage, and management of the diversified corporation. The course requires the application of the knowledge and techniques learned in the earlier courses in an integrated fashion.

Along with text material, case studies and outside readings may be used in this course as a mechanism for the development of analytical and decision-making skills and highlighting the reality of organizational and environmental uncertainties in strategic decision making. In short, this course attempts to encourage an integrated, multifunctional, 'general management' perspective of the organization and its environment. You will be required to study the assigned readings, text and/or cases, analyze them and share your insights with the rest of the class.

COURSE OBJECTIVES

Upon completion of this course, you will be able to:

1. Conduct an industry analysis
2. Conduct an analysis of a company's external environment
3. Conduct a company's internal analysis and identify strengths and weaknesses
4. Identify and evaluate a company's strategies at the business level
5. Identify and evaluate a company's strategies at the corporate level
6. Analyze issues associated with implementation of a firm's strategies.
7. Evaluate strategic options available to a company and make recommendations regarding the most appropriate future strategy for the firm.
8. To have gained experience and confidence in communicating your ideas verbally in front of your peers
9. To be motivated to integrate the tools, techniques, and ideologies of strategy into your broader professional perspective, regardless of your chosen occupation or field

REQUIRED TEXT(S): Strategic Management: Concepts - Binder Version and WileyPlus Learning Space

- **(Concepts & Cases version NOT required)**

Jeffrey H. Dyer, Paul Godfrey, Robert Jensen, David Bryce ©2016

ISBN: 9781119220749

Plus readings as listed on Blackboard

ASSIGNMENTS AND EVALUATION**CURRENT EVENTS (100 points)**

Students are required to either: a) lead a brief discussion of a current business event pertaining to this course or b) provide a 1 page single-spaced summary of a current event. Each student will select a day to lead their discussion or turn in their summary during the first regular class meeting. On average we will have two such discussions per class period. Your discussion should include 5-7 minutes of you presenting to the class, followed by a very brief (2-3 minutes) Q&A session. Students are expected to demonstrate a thorough grasp of their selected current event and to facilitate a conversation among their peers regarding the current event. You are expected to: A) demonstrate a mastery of the topic, B) effectively address questions from peers, and C) advance the conversation by utilizing insights from course-related concepts and analytical tools. **No duplication of current events is allowed – make sure to ask your professor if you are unsure if a topic has already been covered by a classmate.**

TEAM PROJECT (300 points)

Each student will work as part of a team (4-5 members) to conduct a thorough strategic analysis of a firm which will require you to prepare a **formal presentation** and **written analysis** of your company. Each person's Strategic Analysis grade will be weighted by the team's assessment of each individual's contribution to the project.

- **Written Analysis: (200 points)**
- **Presentation: (100 points)**

Instructions provided in class.

EXAMS (3 @ 100 POINTS EACH)

Multiple choice and/or long answer essay.

CONTRIBUTION TO LEARNING (100 points)

An important portion of your grade is based upon your participation and contributions in class. Just as in the business world it is not enough to just show up and go through the motions, the same holds true for the classroom. Each student is expected to participate actively in discussions. Please keep in mind that this portion of your grade is not simply an attendance score, it is a score that is to be earned each and every class session. While the first three class hours of absence will not negatively influence your contribution score, every additional 1.5 hour absence will automatically reduce your total possible score in this area by 10% (i.e., 9 absence hours = 60% **maximum possible** score for contribution to learning).

GRADING SCALE

A	90% - 100%
B	80% - 89%
C	70% - 79%
D	60% - 69%
F	Below 60%

TENTATIVE COURSE SCHEDULE

Topic	Readings & Exercises	Assignments	Session	End Date
Introductions	Welcome to Strategic Management; introductions		1	8/29
What is Strategy?	<ul style="list-style-type: none"> Chapter 1 What's the role of performance? 	<ul style="list-style-type: none"> Form teams Pick firms Team Charters Due 	1	8/29
	<ul style="list-style-type: none"> Library Research (see Library Resources link on Blackboard) 	<ul style="list-style-type: none"> Current Events Discussion 1 	2	9/05
The External Environment	<ul style="list-style-type: none"> Chapter 2 	<ul style="list-style-type: none"> Current Events Discussion 2 	2	9/05
	Analyzing the External Environment <ul style="list-style-type: none"> Analysis of the General Environment, Industry Analysis, Competitive Profile Matrix, External Factor Evaluation Matrix 	<ul style="list-style-type: none"> Five Forces Analysis Checkup (team assignment) 	2	9/05
Internal Analysis	<ul style="list-style-type: none"> Chapter 3 Internal Analysis (Resources, Capabilities, VRIO/VRINE, Value Chain)	<ul style="list-style-type: none"> Current Events Discussion 3 	3	9/12
	Analyzing a Firm's Internal Environment <ul style="list-style-type: none"> Internal Factor Evaluation Matrix 	<ul style="list-style-type: none"> Value Chain Analysis Checkup (team assignment) 	3	9/12
Cost Advantage	<ul style="list-style-type: none"> Chapter 4 Key Success Factors	<ul style="list-style-type: none"> Current Events Discussion 4 	4	9/19

		• VRIO Analysis Checkup (team assignment)	4	9/19
Differentiation Advantage	Chapter 5 <ul style="list-style-type: none"> • Key Success Factors 	• Current Events Discussion 5	5	9/26
	<i>Prep for Exam 1</i> Whiskey Industry Analysis: <ul style="list-style-type: none"> • What is your assessment of the US whiskey industry? On what bases do the leading firms compete? On what bases do emerging firms compete? • What types of product market, factor market and non-market competitive actions do you see? • How have the competitive dynamics between distillers evolved over the past few years? 	• Extra Credit: U.S. Whiskey Industry Analysis (<i>Individual Assignment</i>)	5	9/26
EXAM 1	<ul style="list-style-type: none"> • Exam 1 		6	10/03
Corporate Level Strategy	<ul style="list-style-type: none"> • Chapter 6 	• Current Events Discussion	7	10/10
Vertical Integration & Outsourcing	<ul style="list-style-type: none"> • Chapter 7 	• Current Events Discussion	7	10/10
Strategic Alliances	<ul style="list-style-type: none"> • Chapter 8 	• Current Events Discussion	8	10/17
	<i>Initial Written Reports DUE</i>	<i>Strategic Analysis DUE; Peer Evaluations due</i>	8	10/17
International Strategy	<ul style="list-style-type: none"> • Chapter 9 	• Current Events Discussion	8	10/17
EXAM 2	<ul style="list-style-type: none"> • Exam 2 		9	10/24

Innovative Strategies	<ul style="list-style-type: none"> Chapter 10 	<ul style="list-style-type: none"> Team Project Plan Due Current Events Discussion 10 	10	10/31
PROJECT	Strategic Analysis Consulting Texas Whiskey Industry Analysis: Identify all current Texas-based whiskey makers' competitive approach	<ul style="list-style-type: none"> Extra Credit: Texas Whiskey Industry Analysis (<i>Individual Assignment</i>) 	10	10/31
Competitive Strategy	<ul style="list-style-type: none"> Chapter 11 	Visit Writing Center	11	11/07
FINANCIAL ANALYSIS	Financial Analysis	<ul style="list-style-type: none"> Financial Analysis Checkup (team assignment) 	11	11/07
Corporate Governance Strategy & Society	<ul style="list-style-type: none"> Chapter 13 Chapter 14 	Current Events Discussion	12	11/14
	Articles TBA	Current Events Discussion	12	11/14
PROJECT	Strategic Analysis Project	Visit Writing Center	13	11/21
PROJECT	Final Written Reports DUE; Team Presentations	Strategic Analysis DUE; Peer Evaluations due	14	11/28
FINAL EXAM	<ul style="list-style-type: none"> Exam 3 	Exam 3 Dec 5 @ 8:30-10:30 pm		12/05

Course Policies

Your enrollment in this course indicates your agreement to follow these Course Policies and complete Learning Activities (pg. 1). If you feel you can't follow Course Policies and complete necessary Learning Activities, then it would be best to take the course at another time instead of receiving a lower or failing grade. Grades are not adjusted in any way to help a student report a level of learning that is not accurate.

Policy on due dates, grammar & spelling requirements for assignments, late submissions, make-ups, participation requirements, and extra-credit, etc.

Personal Leadership. In this class, you are expected to take charge of your learning. Within the guidelines of the course syllabus, you must plan, initiate, and monitor your own learning. Since an equal part of your learning occurs in a group setting, you are expected to take leadership and followership as necessary.

Research. You are expected to actively read ideas from the book, Internet, and the library, to actively ask critical questions and develop intelligent answers about the material, and to maintain a journal of your research.

Communication. You are expected to exhibit a professional attitude in all your communication.

Late work. All assigned work must be completed by the date specified. No credit will be received for work turned in after the due date, unless you have contacted me beforehand and explained a "special" circumstance. If such arrangements are made with me, your score on the assignment will be reduced by 20% for each calendar day the assignment is late.

Grade Adjustments. Grades are not increased to help a student report a level of learning (e.g., A, B, C, D) that has not been reached. Course exams and assignments indicate the level of learning achieved. You have 1 week from the posting to any grade to challenge that individual grade, beyond that window grades are not revisited for any reason other than human error. Disruptive classroom behaviors and attendance problems result in a reduction of points and the final grade. These points are not added back at the end of the semester.

Academic Honesty. Any evidence of cheating, collusion, fabrication, or facilitating academic dishonesty will result in a failing grade for the course and may result in further appropriate disciplinary action by the University. Academic Policy Statement (810213) describes academic dishonesty. See the policy on the Sam Houston State University web site for an explanation of what constitutes academic misconduct. ***If you violate this policy you will receive a failing grade for the course.***

Students with Disabilities Policy. It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. They shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance should visit the Office of Services for Students with Disabilities in the Counseling Center (936)294-1720.

Student Absences on Religious Holy Days. Students are allowed to miss class and other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Students remain responsible for all work. See Student Syllabus Guidelines:
http://www.shsu.edu/~vaf_www/aps/documents/861001.pdf

Articles/Cases Required for Class

All required readings are posted on Blackboard. If you have difficulty accessing them you can download the articles (not the cases) from the Library website.

****If an article or other reading is assigned for a particular class session, it is each student's responsibility to come to class prepared to discuss it in class, whether or not they are assigned to lead the discussion of that article or reading.**

Strategic Analysis Written Report Requirements

Your team is required to turn in a written report demonstrating your analysis of your chosen firm. *Your Final Project grade will include your team's assessment of your individual contribution to the project.* The paper should be no less than 20 pages and no more than 30 pages (single-spaced), using 1 inch margins and 12-point font. The paper is due to be turned in at the beginning of class of the final class meeting.

This report is your final opportunity to demonstrate your ability to produce professional-quality analysis and offer appropriate strategic recommendations. You are expected to analyze your chosen firm by effectively applying select cognitive frameworks discussed throughout the semester. You are nearing the completion of your business degree from an excellent university, have confidence in your abilities! The following are expectations for the written report:

1. Assess the most important environmental factors that influence your firm's ability to compete. Do these factors make this an attractive or unattractive industry?
2. Link your team's Vision and Mission Statement to your chosen business-level strategy.
3. Evaluate your team's relative strengths and weaknesses. You should identify **at least 4** strengths and weaknesses that influenced your performance in the competition.
4. *Explicitly articulate the answers to these 4 questions:* Where do we compete? How do we create unique value? What resources and capabilities do we utilize? How do we sustain value?
5. Identify and explain your firm's current core capabilities, as well as any additional capabilities your team views as being most crucial to success of your firm.
6. Make 3-4 recommendations for your firm as it plans to compete for the next 20 years, based on your analysis. These recommendations need to be directly driven by your analysis, must be practical in nature and have the potential for major long-term influence on the firm's health.

It is essential that all of the sections of your report be integrated and seamless. The report also needs to exhibit a high level of polish. DO NOT turn in a report that reads like it has been written by multiple people and assembled at the last moment. A few other notes to keep in mind as you prepare the report:

- Effective application of key analytical frameworks will have a positive impact on your team's grade. Misapplication of key analytical frameworks will have a very negative impact.
- DO NOT use bullet points without also providing explanatory descriptions.
- Use tables, charts & graphs sparingly. Do not include any unless they are specifically discussed in the text of the report.
- A 1-page Executive Summary is highly encouraged.
- Include a brief conclusion at the end of your report.
- Your paper will be graded based upon the thoroughness of your analysis (as demonstrated by the ability to critically evaluate and assess your chosen firm), your ability to correctly apply insights gained in this course, a logical development of your recommendations, and level of professionalism.

NOTE: See Strategic Analysis Outline for more detailed instructions.

EVALUATION OF PRESENTATIONS

Topic: _____

Team; Presenter(s): _____

* * * * * **Presentation is worth 100 points, allocated as follows:** * * * * *

1. **Analysis and ideas were presented in an interesting manner** (e.g., audio visual aids were used effectively to support/highlight main points; props were used effectively, etc.).

Excellent (20-18)	Good (17-16)	Satisfactory (15-14)	Poor (13-12)	Points: _____ Unacceptable (11 or less)
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2. **The presentation was delivered in a professional manner** (e.g., presenters wore appropriate business attire, made frequent eye contact with the audience, exhibited enthusiasm for the topic, did not read their presentation or stumble for words, handled questions concisely and knowledgeably).

Excellent (20-18)	Good (17-16)	Satisfactory (15-14)	Poor (13-12)	Points: _____ Unacceptable (11 or less)
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3. **The presentation was clear and well organized and met the time requirements** (e.g., appropriate introductions of team, topic, and overview of presentation; the sections of the presentation did not duplicate content; the presentation appeared as an integrated whole - not a series of individual reports).

Excellent (20-18)	Good (17-16)	Satisfactory (15-14)	Poor (13-12)	Points: _____ Unacceptable (11 or less)
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4. **The presentation contributed to our understanding of businesses and their environments by providing sound analysis and insight** (e.g., all and only relevant information was provided, various forms of evidence were used, logical analysis was applied, relevant concepts were employed to find solutions).

Excellent (20-18)	Good (17-16)	Satisfactory (15-14)	Poor (13-12)	Points: _____ Unacceptable (11 or less)
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5. **Critical thinking was evident** (the analysis, conclusions, and suggestions showed logically consistent thinking).

Excellent (20-18)	Good (17-16)	Satisfactory (15-14)	Poor (13-12)	Points: _____ Unacceptable (11 or less)
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Peer Evaluation Form
Strategic Management – MGMT 4390
 Section: _____

Instructions: Please indicate your assessment of the score each member of your Team earned on the presentation and written report assignments. When evaluating each member's contribution, please consider the following factors: preparation, creative input, workload carried, and cooperation. *Each of these four criteria should be assigned a score between 0-25. **DO NOT assign full credit on a particular criteria unless the team member made substantive contributions in that area.*** When you complete the evaluations you must sign and date the form. These evaluations are confidential and will not be shared with anyone by your professor. Failure to turn in this form will result in a score of 0 for you on the presentation and written report.

Your Name: _____ Team: _____

Signature: _____ Date: _____

Name	Preparation	Creative Input	Workload Carried	Cooperation	Total (0-100)

PLEASE MAKE SURE TO TOTAL SCORES FOR EACH TEAM MEMBER!

Supporting details (if needed) – provide as much detail as possible: _____
