

**Management 5390  
Strategic Management  
Spring 2018  
The Woodlands Center**

**Dr. Joseph Kavanaugh**  
SHB 236F  
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**Office Hours:**                    **By Appointment and at the University Center**  
Tuesdays and Thursdays, 5:15 – 6:00 pm, 3<sup>rd</sup> floor Faculty Lounge

**Required Text:** None. Readings will be assigned for each topic in the course. The readings are immediately accessible and downloadable from Harvard Business Publishing at the following link. You are strongly encouraged to acquire them immediately and begin the reading for the course.

<http://cb.hbsp.harvard.edu/cbmp/access/74876978>

You may also wish a used textbook for reference. I will be drawing lecture material from the Dess text so you may wish to acquire this one. (*Strategic Management*, 6<sup>th</sup> later edition, Dess, Lumpkin & Eisner. These are readily available used on line. It is not necessary to purchase the latest edition, or the hardbound text containing the cases. Purchase a used, softbound edition.

**Course Objectives:** This is the capstone course of the MBA program. The goals of the course are twofold: 1) Provide the student with insights into the strategic planning process; and 2) provide the student with an opportunity to apply what has been learned in earlier graduate and undergraduate coursework to simulated and actual business situations. Ideally, in addition to the material covered in this course, the student will be confronted with problems requiring the application of financial, accounting, marketing, management, economic, and statistical tools and information.

## **Course Requirements:**

**COMPANY ANALYSIS (Strategic Review of the firm):** You are to prepare a comprehensive analysis (review) of the strategic issues of the firm you select, analyze these issues from a theoretical/conceptual perspective, provide possible solutions, and link these solutions to applicable management theory. **At the end of the course, you are to present these findings to your client.**

**READINGS PRESENTATION:** Readings will be assigned to each student to present a 15-minute summary of the article and, its major contributions to strategic thinking. This is to be a summary of the ideas, NOT your critique of them.

**DELIVERABLES:** A significant work product is deliverable almost every class period. These are relatively short pieces that engage you in the application of the analysis. These are the building blocks of your analysis of your client company.

**LEARNING JOURNAL:** This course is designated a Community Engagement Course, meaning that students in the course are actively engaged in a service component to the broader community, in this case the business community of Southeast Texas. Part of the experience is for each student to maintain a Journal of their learning experiences as the progress through the course and the engagement with their team's client

organization. Greater detail on the structure of the journal will be provided early in the course. The Journal will be submitted at the completion of the course.

**TEAM-BASED, PEER-GRADED:** The work in this course is based in teams and each person is expected to carry their full and fair share of the work of the team. To better assure this occurs, each team member will be asked periodically to assess the contributions of their other team members regarding both the quality of work and the percentage of contribution to the full work of the team in preparing weekly deliverables and overall team responsibilities. The final distribution of the team's grade will be influenced by these assessments.

**ATTENDANCE:** Every student is expected to be in class for every session. SHSU policy permits three hours of absence without penalty. After these three hours (1 class session) have been expended, **you will lose 3 points off of your final grade for each additional class session of absence.** The only excused absences will be for medical reasons; death of an immediate family member; or cases of business necessity approved in advance.

**COURSE EXPECTATIONS:** You are expected to conduct yourselves as professionals. This is a capstone business experience and as such can be regarded as a behavioral lab in which you are to model your best professional conduct. This pertains to attendance, participation, contributions, and preparation.

<b>GRADING SCHEME:</b>	<b>A</b>	<b>=</b>	<b>90-100</b>
	<b>B</b>	<b>=</b>	<b>80-89</b>
	<b>C</b>	<b>=</b>	<b>70-79</b>
	<b>D</b>	<b>=</b>	<b>65 - 69</b>
	<b>F</b>	<b>=</b>	<b>less than 70</b>

**ASSIGNMENT WEIGHTS:**

<b>Deliverables</b>	<b>75%</b>
<b>Strategic Review</b>	
<b>Working draft</b>	<b>0%</b>
<b>Final Report</b>	<b>15%</b>
<b>Client presentation</b>	<b>5%</b>
<b>Learning Journal</b>	<b>5%</b>

<b>ASSIGNMENTS:</b>	JAN	18	Introduction to Strategic Perspective Syllabus review; Form teams
		25	The Industrial/Organizational View Industry Analysis & Five Forces analysis <i>Reading 1 "Five Forces that Shape Strategy". Michael Porter, HBR Jan. 2008 86(1).</i> <i>Reading 2: "What is Strategy?" Michael Porter, HBR, Nov/Dec. 1996. 74(6)</i>
	FEB	01	Key Industry Factors and the Value Chain <i>Reading 3: "The Digital Signage Industry (DSI): 2010"</i> <b>Discussion: DSI PEST Analysis and Five Forces Analysis</b> <b>Discussion: DSI key factors and value chain analysis</b>
		08	a. Analysis of the Competitive Environment: Competitive Profile Matrix (CPM) & Strategic Group Maps <b>Discussion: DSI CPM &amp; competitor profiles, Strategic group map</b> b. Analysis of Organizational Culture: Culture as a Competitive Weapon

*Reading 4 "Leading by Leveraging Culture," Chatman & Cha, California Management Review, 45(4), Summer 2003.*

**Distribute the Barney article in class.**

**Deliverable: Synopsis of Client – History and Presenting Issues**

15 Vision and Mission Development

*Reading 5 "Looking Inside for Competitive Advantage", Jay Barney, Academy of Management Executive, Nov. 1995 9(4).  
Reading 6 "Competing on Resources," Collis & Montgomery, HBR July/Aug. 2008 86(7/8).*

**Note: The Barney article is not included in the course pack and will be distributed in advance in class.**

**Deliverable: Porter's Five Forces analysis (5)**

22 Value chain analysis: Identifying sources of competitive advantage.

*Reading 7 "Putting the Service-Profit Chain to Work," Heskett, Jones, et.al. HBR Jul/Aug. 2008 86(7/8)*

**Deliverable: Client Industry Analysis (10%), to include PEST and KSF analyses.**

MAR 01 Teams Roundtable 1

**Deliverable: Client CPM Matrix and analysis (5%)**

08 Financial Analysis: Assessing Financial Efficacy –  
Financial Analysis & Ratios Management

*Reading 8 "Profit Pools: A Fresh Look at Strategy," Gadish and Gilbert, HBR May/June 1998.*

**Deliverable: Client Competitor Analysis (15%)**

## **12-15 SPRING BREAK**

22 Guest Speaker (Tentative)

**Deliverable: Client Vision, Mission & Commitments (5%)**

29 Strategic Options: Generic strategies, SWOT & TOWS  
analysis and the creation of sustainable competitive advantage  
Strategic Choices: What will we do to create shareholder  
value?

**Deliverable: Client Value Chain Analysis (5%)**

APRIL 05 Teams Roundtable 2

**Deliverable: Client SWOT/TOWS Analysis (10%)**

12 Team consultations with Dr. Kavanaugh; Creating client  
deliverables

*Reading 9: Leading Change: Why Transformation Efforts  
Fail, Kotter, HBR, January 2007.*

**Deliverable: Client Ratio Worksheets and Financial  
Analysis (10%)**

19 Consultations with Dr. Kavanaugh:

**Deliverable: Client recommendations (10%)**

	26	Consultations with Dr. Kavanaugh <b>Deliverable: Working draft of Client Strategic Review (0%)</b>
MAY	03	Abbreviated client presentations – dress rehearsal <b>Deliverable: Learning Journal (5%)</b>
	Week of May 7 - 11	<b>TEAM PRESENTATION TO YOUR CLIENT</b> <b>Deliverable: Team Presentation (5%)</b> <b>Deliverable: Final strategic analysis of your firm due to Client and Dr. Kavanaugh (15%)</b>

**The Sam Houston Writing Center:** Located in Farrington 111, the Center is open from 8 a.m. until 7 p.m. Monday through Thursday, 8 a.m. until 3 p.m. on Friday, and 2 - 7 p.m. on Sunday. Writing tutors will work with you at any stage of the writing process (brainstorming, generating a draft, organizing a draft, or revising a draft) for any written assignment. The Writing Center operates on an appointment system, so please call (936) 294-3680 to schedule a session with a writing tutor. Skype sessions are available for distance students, and a tutor is available at the University Center. See website for more information: [www.shsu.edu/wctr](http://www.shsu.edu/wctr).

**Religious Holy Days Policy:** Students who are absent from class for observation of a religious holy day will be allowed to take an examination or complete an assignment scheduled for that day within one week of returning to class. The student, not later than the 15<sup>th</sup> calendar day after the first day of the semester, must notify the instructor of each scheduled class day that he or she will be absent for a religious holy day.

**Disabled Student Policy:** It is the policy of SHSU that no otherwise qualified disabled individual shall, solely by reason of his or her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program, or activity. Handicapped students may request academic assistance when needed from a Committee for Continuing Academic Assistance for Disabled Students by visiting the Director of the Counseling Center in the Lee Drain building.

## Strategic Review Template

_____	Table of Contents
_____	Executive Summary
_____	Vision, Mission and Commitment Statements
_____	Competitor Profile Matrix (CPM), to include Key Success Factors (KSFs).
_____	Competitive Analysis. In the Competitive Analysis, provide a written profile of your company and its three major competitors based on your investigations and research.
_____	Industry Analysis, based on your research
_____	Porter's Five Forces Analysis
_____	Value or Value-Profit Chain Analysis
_____	Statement of Financial Condition (based on <b>10</b> ratios) [Analysis must include comparative data for three to five years, and incorporate the ratios you have evaluated for your firm]
_____	SWOT Matrix [describe and discuss the elements identified in each cell]
_____	Strategic Options (TOWS) Matrix. This in depth each strategic option identified.
_____	Strategies Recommendations and Implementation Plan. Recommend three strategies for possible implementation. In each strategy package, include the following: a. Recommended strategy w/rationale b. Outline of implementation plan for the strategy
_____	Mechanics (quality of presentation, writing, professionalism, etc.

## Authorization to Conduct Strategic Analysis

Date \_\_\_\_\_

Dr. Joseph Kavanaugh  
Associate Professor  
Management & Marketing Department  
Box 2056  
Sam Houston State University  
Huntsville, Texas 77341-2056

Dear Dr. Kavanaugh:

This is to inform you that I have given \_\_\_\_\_ *Student Name* \_\_\_\_\_ my permission to conduct a strategic analysis of \_\_\_\_\_ *Company Name* \_\_\_\_\_ regarding issues in strategic management and organizational analysis.

I understand the information attained will be confidential. I understand that at the completion of this project I will asked to consider publication of this analysis as a case study for use in the teaching of strategic management or related issues. Publication of this case study will require our prior approval.

Signature \_\_\_\_\_  
Position \_\_\_\_\_  
Company \_\_\_\_\_  
Date \_\_\_\_\_

## Sample of Authorization to Publish

Date

Joseph Kavanaugh, Ph. D.  
Department of Management/Marketing  
College of Business Administration  
Sam Houston State University  
Huntsville, TX 77341-2056

Dear Dr. Kavanaugh:

I have read the case titled \_\_\_\_\_  
by you and (Name of Student) and I hereby authorize the use of this material at Sam  
Houston State University, and at other schools, companies, and organizations, in loose  
leaf or bound commercially published books, journals, or training materials, or in  
electronically stored or produced media.

By my signature, I affirm that I am authorized by my company to grant such permission.

Sincerely,

(Signature for Company)  
(Printed Name of Signer)\_  
(Title of Signer)  
(Address of Company)\_

**MGT 5390**  
**Strategic Management**  
**Format for Journal Entries**

Your journal entries are to be written to reflect your personal processing of the experiences undertaken as part of this consulting experience. The object is to synthesize these learnings with your previous personal knowledge and awareness and draw some conceptual understanding from the experience which will be useful in guiding your thoughts as developing strategist.

The entries are to be approximately one page in length, typewritten, single-spaced, double-spaced between paragraphs, in the format and with the paragraph headings below.

**DESCRIBE EVENT:** Briefly identify and describe the event or occurrence which you have chosen and be very specific regarding the information gathered, issues identified, or object of concern that the event generated for you personally:

- a. Knowledge –related considerations:
- b. Process-related considerations:

**NEW UNDERSTANDINGS:** What did you learn from this engagement with your client? How has your understanding of the client’s strategic issues, business operations, or personal capabilities changed? (Use bullets to capture highlights)

**IMPACT:** How has your perspective on your client and client organization changed as a consequence of these new understandings?

**STRATEGY IMPLICATIONS:** What new insights do you have regarding the strategic direction of your client’s business? In what ways, if any, will you need to modify the strategic and business performance recommendations you will make to the client?



## MGT 5390 – Strategic Management

### Final Reflections

**INSTRUCTIONS:** Your reflections are to be written to reveal your personal thoughts/experiences with regard to being a *volunteer consultant*. The object of this assignment is to synthesize what you have learned in this course with your personal knowledge and experience. It is hoped that this reflection will be useful in guiding your thoughts as a business strategist. The reflections are to be approximately two-three pages in length, typewritten, single-spaced with the paragraph headings below.

**CURRENT EXPERIENCE:** Briefly identify and describe the needs of the client along with your personal interaction with the client (i.e., your opinion of the client). What did you learn from your client? In your opinion, did the client understand his/her business environment that his/her organization was operating in (give specific example)? Do you think the client was fully “engaged” while you were volunteering?

**LINK BETWEEN THEORY AND PRACTICE:** Did the community service in this course help you apply the subject matter in a real world situation? Did it help you better understand the material in the textbook? Do you think you would have learned more from this course if more time was spent in the classroom lecturing instead of doing/discussing the community service project? Do you think this idea of combining volunteering in the community with university coursework/material should be (or shouldn’t be) practiced in more classes?

**LONG TERM IMPACT:** Did the community service component in this course assist you in defining work that you would want to do/pursue in the future? Do you think that the community service component in this course has made you more marketable?

**CONCLUSION:** Do you think participating/interacting with the community helped you enhance your leadership skills and helped improve your communication skills? Did working in the community help you define your personal strengths and weaknesses? At the *beginning* of the semester (when you were first told about being a volunteer consultant), were you uneasy about the service component of the course? Now at the *end* of the semester, do you think that the service aspect of this course was valuable? Would you recommend this class (with its volunteerism component) to others? Do you think and/or feel you have made a difference in the client’s life.