Prerequisite: Integrity, Honesty, and Discipline

Course Purpose:
Why do some firms perform better than others is a defining question in the field of strategy. It is widely observed that within industries some firms systematically outperform other firms facing similar opportunities and constraints. Examples include Federal Express in shipping, Southwest among airlines, and General Electrics among conglomerates. Even when industry conditions are poor some companies remain profitable while competitors barely survive. Why companies with apparently similar strengths and opportunities vary so widely on the same performance measures is still a question under debate. Together, we will explore factors to this important question.

Why required?
Strategic management is a required course of all students graduating from major business schools around the world. It is required because it makes you think as a strategist about the fundamental question stated above. It also asks you to learn to integrate the material such as organizational management, human resource management, leadership, economics, accounting, financial management, production and operations, information systems, marketing, and business ethics, you have been exposed to in the past three years or so. This course equips you with tools and techniques to apply and see how each of these very different disciplines come together to something we call a business enterprise. And then how these various disciplines with somewhat competing goals form a successful or not so successful enterprise. Almost every organization has these functional areas but then why some of them excel in their performance for sustained period of times and others don’t. In other words, you are looking at your organization from the top and contemplating; how my organization is doing in comparison to its competitors, how I want to see it in another 5-10 years, how can it grow, how can it remain efficient, innovative, take care of its people, have global ethical perspective, and how can it benefit the world and its shareholders.

Ethics:
Ethics and ethical reasoning is integrated throughout the course. We can only preach ethics if we act ethically. You should author your own work, give credit when quoting the work of others, and NEVER copy anything because your thoughts and writing may be better than others. Test taking means NEVER seeking unauthorized assistance. Plagiarism and cheating is abhorred and will provide sufficient grounds for dismissal and failing the class. In your Professional Report, please use footnotes, references and quotation marks when needed. Always remember, BE PROUD TO BE AN ETHICAL WORKER, MANAGER OR A LEADER.
Reflection of Diversity: Each class will be opened with a discussion of a current event. You are encouraged to participate by expressing your opinion. Since our classes are multi-racial and multi-cultural you will find this to be a perfect platform from which to learn. Learn to appreciate diverse thoughts, ideas, and abilities. Keep criticism of ideas within respectful domain. No foul language or remarks be used in the class. Each session should be a model of human respect.

Attendance: Will not qualify for an A grade if there are two or more absences. I will give enough opportunities for you to have some days work outside the class on your own pace. Be on time.

Class participation: Is based on the quality and quantity of your contribution to class discussion. Each student must take responsibility for the success of the class. Participation should not just convey that you have read the assigned material which is assumed. Rather, your participation should convey that you have thought about the subject and have applied the readings to the actual business examples and ready to share your reflective inputs. Your success depends on preparation of the reading material with written notes and bringing information from the current business related events.

Class Policy: Avoid cross talking, as it is disrespectful to yourself and your classmates.

2) Reading and Analyzing 5 years of 10ks of companies selected as target and benchmark cash, debt, and equity management, and balance sheets) 4) Wall Street Journal, Bloomberg News, Fortune, Newsweek, and Forbes are expected to be browsed.

Grading

<table>
<thead>
<tr>
<th>Points</th>
<th>Activity</th>
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<tbody>
<tr>
<td>3000</td>
<td>Individual Research Paper</td>
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<tr>
<td>2000</td>
<td>EXAM (1-10)</td>
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<tr>
<td>1000</td>
<td>Draft research paper discussion</td>
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<tr>
<td>2000</td>
<td>Team Presentation</td>
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<tr>
<td>2000</td>
<td>Class Discussion &amp; Participation</td>
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Grade: Total points you earn divided by 11000

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>96-100%</td>
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<tr>
<td>A-</td>
<td>90-95%</td>
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<tr>
<td>B+</td>
<td>87-89%</td>
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<tr>
<td>B</td>
<td>83-86%</td>
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<td>80-82%</td>
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<td>C+</td>
<td>77-79%</td>
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<tr>
<td>C</td>
<td>73-76%</td>
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<td>C-</td>
<td>70-72%</td>
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<tr>
<td>D</td>
<td>61-69%</td>
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<tr>
<td>F</td>
<td>Below 61%</td>
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</tbody>
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Read this carefully!
ATTENDENCE IS REQUIRED.
ALL ABSENSES ARE CONSIDERED NECESSARY SO NO DOCTOR’S EXCUSES.

It is understood that there will be emergencies that may preclude your participation in one or two classes but each class missed means that there will be a gap in your knowledge.

To ensure academic integrity the following policy is enforced:

CAUTION: 2 MISSED CLASSES = WILL NOT GET A GRADE FOR THE COURSE
4 MISSED CLASSES = WILL AUTOMATICALLY DISQUALIFY FROM CLASS.

→ In order to earn a passing grade you must satisfactorily complete ALL projects and assignments on time including class presentation. Late papers will lose one full grade for each day it is late.

If you come to class prepared and you participate in all activities, it is most likely that you’ll do well. On the other hand, if you miss class and treat this course as a spectator sport, you will not be able to earn a respectable grade. Remember that a firm’s strategy reveals itself in its performance not in its promises. Be sure to match your performance with your promise. Take this course if you are mentally prepared for it.

Course structure and activities:

Structure:
Each class is divided into three segments. The first segment is the presentation of strategy concepts. The second segment is comprised of activity and discussion of the presented material and relating it to working environment. The third segment involves a discussion related to the case of the day/guest speaker and overall take away points of the day.

During mid quarter we will have guest speaker series each week. These guest speakers are high level managers’ work in either some of the largest business enterprises of the world or work in start up new ventures possessing valuable experiences and knowledge to share.

The learning objective of the presentation-Segment is to enhance our brain database about the subject of business strategy its history, evolution, its application, and evaluation. Topics include but not limited to strategic management process, external and internal environmental analysis, business and corporate strategies, organizational structure and its relation to strategy, vertical integration, diversification, international strategies, and strategic leadership. We will also cover some new concepts in strategy such as blue ocean strategy and its relevance to today’s competitive world of business.

The learning objective of the Activity-Segment is to improve research abilities and to sharpen critical thinking skills (synthesis, analysis, reflection, and application) by engaging in case discussion while applying the topics learned. Additionally, it is to improve the quality of your teamwork, interpersonal skills, and communication (verbal and written) through a series of interrelated assignments.
Activities:

1) Team Membership:

The class will be divided into teams comprising of 4 members in each team. Each team will identify an industry for analysis. Team membership would reflect your interest in a particular industry.

Teams are expected to meet at least once in two week outside class time to discuss and share progress on group presentation. During the meeting team members will share; research conducted on an industry, data collected (quantitative and qualitative) about an industry, individual focal company as well as benchmark companies. Team members are expected to help each other for teamwork experience and by making available “intellectual capital” to each other. Members are expected to discuss strategies for research process, data collection, idea generation and organization.

The function of the team is to identify industry and each member of the team will pitch in information about the industry and that information will be shared across the group. Also each member in the team will identify a company of their choice. One person’s target company will become a benchmark for the other member and vice versa.

2) Team Presentation

Towards the end of the quarter each team will present their industry analysis 30 minutes including Q&A. Every member is expected to present 3-5 minutes. Presentations will include industry analysis as well as team’s research process. For example, what important things you noted in your industry in relation to your focal company or benchmark, what went right as a team, what went wrong, and what lessons were learned from the team project?

3) Individual Research Paper

Individual research paper is about analyzing the focal company’s internal functioning, its resources and capabilities (qualitative and quantitative) and comparing it to its benchmark and wider industry.

For this research you will select a publicly traded corporation and compare it with its benchmark from the same industry. The process will make you an EXPERT on a selected company, its closest competitors, and its related industry. You will research the background of your selected company (the focal company) the competitor (benchmark) and its industry. Collect relevant qualitative and financial data. You are expected to research, analyze, synthesize, and report your analysis of (1) the structure and strategy of the company (2) the environment in which it operates (3) products and services (4) how the company has performed in the past, currently, and based on your data analysis what are your predictions for future forecasting (5) what conclusions and recommendations you have for company’ executives or board of directors. This research is about comparisons so; you will select a comparison company, which is called a benchmark company to compare the information of your focal company. You are also expected to compare your focal company’s past performance to its current performance leading to future prediction.

4) Interim Report

You will present a midway draft interim report in the class describing the status of your individual research paper. Details will be discussed in class.
INTRODUCTION

Week 1

Sep 21  Introduction: Expectations, syllabus discussion, and a brief overview of management history and the future
  • Introducing each other
  • What is Management?

Week 1 work:
  Syllabus: Read carefully for any questions or clarifications
  Readings: No readings
  Case and notes: No cases

Note: (1) At the end of each session concentrate on the message of the subject covered.
Case Analysis: you must bring your case notes to be better able to remember and discuss the points in class

STRATEGIC ANALYSIS

Week 2

Sep 26
  • Chapter 1 – Strategic Management: Creating Competitive Advantage
  Team Formation
  • Robin Hood (case 1)
  • Edward Marshall Boehm Inc. (case 2)

Sep 28
  • Chapter 2: External Environment
  Team Formation Finalization
  • Weight Watchers Int. (case 7)
  • Jamba Juice (case 9)

Week 2 work:
Chapter 1: Strategic Management reading
Chapter 2: External Environmental Analysis
Cases and notes: (2, 7, & 9)
Research: Identify an industry. Identify a focal and a benchmark company within the same industry. Conduct research for a focal firm’s mission, vision, and major objectives comparing it to its benchmark. Firms should be publicly traded.
STRATEGY ANALYSIS

Week 3

Oct 03
- Chapter 3 – Internal Analysis
- Avon: A new era (case 13)
- World Wrestling entertainment (case 22)

Oct 05
- Chapter 4 – Intellectual Assets
- Individual research paper discussion
- Group presentation discussion
- Zynga: Room for a final round or is the game over? (case 15)

Week 3 work:
Chapter 3: Internal Analysis
Chapter 4: Intellectual Assets
Cases with notes: (22 and 15)

Note: Apply the concepts of the first three chapters to your individual research paper as well as your team project.

STRATEGY FORMULATION

Week 4

Oct 10
- Chapter 5- Business Level Strategy
- Southwest airlines: Is LUV soaring? (case 4)
- JetBlue airlines: getting over the blues (case 5)
- Exam review

Oct 12
- Chapter 6 – Corporate Level Strategy
- Research paper discussion ctd.
- Apple Inc: Still taking a bite out of the competitors (case 16)
- eBay (case 20)

Week 4 work:
Chapter 5: Business Level Strategy
Chapter 6: Corporate Level Strategy
Cases with notes: (4, 5, 16, & 20)
Research: Apply the concepts of the first 5 chapters to your individual research paper as well as team project. By now you should have an outline of your paper.

Week 5

Oct 17

Blue Ocean Strategy
Article: Kim & Mauborgne, Creating new market spaces: A systematic approach to value innovation can help companies break free from the competitive pack (HBR Jan - Feb 1999)
- Cirque du Soleil (case 35)

Oct 19

Felipe Castillo, Reference librarian-session classroom LEML 369)**

Week 5 work:
Article reading from HBR and case (35)
STRATEGY IMPLEMENTATION

Week 6

Oct 24

- Chapter 9 – Strategic Control and Corporate Governance
- Apple Inc: Still taking the bite out of the competition (case 16)
- Guest Speaker – Afia Zaheer (Confirmed) 4:30pm
  VP head of Mobile Analytics-JP Morgan Chase

Oct 26

- Chapter 10 - Organizational Design
- Johnson & Johnson (case 31)
- Guest Speaker - Sheena Burke (Confirmed) 4:30pm
  Business Analysis Manager- The Starbucks Coffee Company

Week 6 work:
Chapter 9: Strategic Control and Corporate Governance
Chapter 10: Organizational Design
Case & notes: 16 & 31

Week 7

Oct 31

- Exam **

Note:
Draft of individual research paper (industry analysis using EEA, IEA, vision, mission, and objectives of the target company comparing it with its bench mark and industry averages should be ready for the coming week discussion.

week 8

Nov 02

- Chapter 11 – Strategic Leadership
- Research paper discussion
- Yahoo (case 21)
- Guest Speaker - Luis Pedro Martinez (Confirmed) 4:30pm
  Finance and product marketer - Amazon

Week 8 Assignments:
Chapter 11: International Strategies
Case & notes: 21

Week 9

Nov 07

- Research Paper (analysis, conclusions, & recommendations)
- Guest Speaker – Scott Fowler (Confirmed) 3:45pm
  Staff Tax Accountant at Restaurants Unlimited Inc.

Nov 09

- Chapter 12- Managing innovation
- Samsung Electronics (case 28)
- Guest Speaker – Carl Horn (Confirmed) 4:30-5:30
  Rtd Financial Senior Analyst - The Boeing Company
Week 10

Nov 14

- Guest Speaker – Greg Scully (Confirmed) 3:45-4:40 pm
  International Advisor, US department of Treasury
- Guest Speaker - Kimia Talajour (Confirmed) 4:45-5:40
  Thought Leader Liaison – Genzyme

Nov 16

- Team presentation discussion
- Guest speaker – Matt Moran (Confirmed) 4:30-5:30pm
  EV, Soccer at Blue Star Sports

Week 11

Nov 21

- Research day and team presentation preparation**

Week 12

Nov 28

Team presentations (3 teams)

Nov 30

Team presentations (4 teams) and research paper is due

Note: Syllabus is Flexible to any Change
IMPORTANT: Disabilities Services Loyola Hall, Rm 100, Disabilities Services Main Phone:(206) 296-5740