MGT 471 - STRATEGIC MANAGEMENT - 0003

Spring Semester 2012 Charles C. Connely IV, MBA, CCIM, CPM®

Monday: 7:00 p.m.–9:45 p.m.

Bloch Room: 00012

Text: Strategic Management 5th Edition

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Text & Cases - Dess, Lumpkin & Eisner

I. Course Objectives

- 1. Identify, define, explain, and analyze key issues and concepts related to business management and administration from the perspective of strategic management including the use of case studies representing "real world" business situations.
- 2. Examine, evaluate, and propose mission statements and objectives as related to the organization's objectives and strategic plan.
- 3. Perform an external assessment for an organization by identifying, examining, analyzing, and evaluating the political, economic, sociological, technological, global, and competitive factors as they impact the organization's strategic plan.
- 4. Perform an internal assessment for an organization by identifying, examining, analyzing, and evaluating the financial, marketing, operational, management, and related factors as they impact the organization's strategic plan.
- 5. Formulate business strategies to achieve organizational objectives consistent with ethical business practices and regulatory requirements using SWOT analysis and other strategic models based upon the external and internal assessments of the organization.
- 6. Communicate business strategies through oral and written presentations and respond to critical questions from an evaluative audience.
- 7. Critically evaluate strategic recommendations formulated by others.

II. Program of Study

1. Lectures will be presented by the professor on various components of strategic analysis, including PEST analysis, competitive analysis, marketing analysis, financial analysis, operations analysis, management analysis, SWOT analysis and strategy formulation. The Strategic Management textbook (available at UMKC Book Store) contains the visuals used during the professor's lectures and the assigned case study exercises.

- 2. The case method will be employed extensively in the course using various cases in the textbook. Additionally, 8 cases will be studied with a team (approximately 5 students per team) assigned to make a formal presentation of each case to the class.
- 3. Each case presentation will be critiqued thoroughly by the class. All students are expected to be present and prepared to participate in the discussion of the case by reading and analyzing the case prior to the class meeting. The attached Case Preparation form should be completed and submitted by all students that are not presenting the case at the beginning of the class on the day the case is presented.
- 4. Each team also will prepare an executive summary report for their assigned case. The executive summary should be written in a formal, business tone (use the third person, business/strategic terms, etc.). The report should be no more than 4 to 5 pages long, double-spaced, 12 point font, and should contain the following sections:
 - a) Introductory Paragraph An overview of the problems and issues facing the company.
 - b) A paragraph (or section) should be written for <u>each</u> problem or issue. The report should explain the problem or issue in detail and then provide a specific strategic recommendation to address the problem or issue. Note: each paragraph (or section) should have a descriptive, bold heading and the recommendation should also be clearly identified with a bold heading.
 - c) Concluding Paragraph this paragraph should summarize the specific strategic recommendations and the expected results of implementing these recommendations.
 - d) The executive summary should be turned in both in <u>hard copy</u> and through E-mail. The PowerPoint presentation should also be E-mailed to the instructor.
- 5. The class will participate in a team competition contest approximately 30 days prior to the end of the semester and on a date other than normal class time. The class will elect five students to be their team representatives in the contest. The contest will be against the two other Strategic Management Classes held in the spring. Class members will be required to assist in the team preparation and be present at the Case Contest event.

III. Class Attendance & Conduct

Due to the subject of the course material, class attendance is an integral part of the learning experience in Strategic Management. If you are unable or unwilling to regularly attend class due to work commitments, family responsibilities, duties as an officer or member of a student organization, lack of interest, or other extra-curricular student activity, you should withdraw from this course. Additionally, students are expected to exhibit professional conduct during class sessions and to avoid any activity that distracts from the objectives of the course.

IV. ADA Policy

If you have any questions, disability or desire accommodations under the Americans with Disabilities Act, contact the office of Disabled Student Services, 235-5696

V. Statement Regarding Modification of the Course Syllabus

All course requirements, course grading standards, and due dates for assignments for this course is subject to change at the discretion of the professor. Changes to the printed syllabus will be announced during a regularly scheduled class period.

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Course Schedule - Lectures

Date	<u>Day</u>	<u>Assignment</u>
01/09	Mon	Course Introduction & Expectations, Strategic Management (Chapter 1)
		Analyzing External Environment of the Firm (Chapter 2)
01/16	Mon	Holiday
01/23	Mon	Assessing the Internal Environment of the Firm (Chapter 3)
		Recognizing a Firm's Intellectual Assets (Chapter 4)
01/30	Mon	Business Level Strategy (Chapter 5)
		Corporate Level Strategy (Chapter 6)
02/06	Mon	Exam 1 (Chapter 1 – 6)
		International Strategy (Chapter 7)
02/13	Mon	Entrepreneurial Strategy & Competitive Dynamics (Chapter 8)
		Strategic Control and Corporate Governance (Chapter 9)
02/20	Mon	Creating Effective Organization Designs (Chapter 10)
		Strategic Leadership (Chapter 11), Elect Case Contest Team

02/27 Mon Managing Innovation (Chapter 12)

Team Meetings

03/05 Mon Analyzing Strategic Management Cases (Chapter 13)

Mid-Term – Exam 2 (Chapters 7-12)

03/12 Mon Review Mid Term Exam Results

Case 1: Crown Cork & Seal in 1989 (C15), Team Meetings

MGT 471 – Strategic Management Spring 2011 Course Schedule – Cases

Date Assignment (Text) Teams Day 03/19 Case 2: Will the Real Ann Taylor (C308) Mon Team 1 Case 3: Pixar (C110) Team 2 03/26 Mon **Spring Recess** Team Case Competition Assignment Case 4: Apple, Inc. (C155) 04/02 Team 3 Mon Team Case Competition Assignment Due Case 5: Johnson & Johnson (C115) Team 4 04/09 Case 6: Fresh Direct (C323) Team 5 Mon Case 7: Jamba Juice (C168) Team 6 04/13 Fri Team Case Competition All class 8:00 a.m. – members 12:00 p.m. 04/16 Case 8: Schoolhouse Lane Estates (C74) Mon Team 7 Case 9: Southwest Airlines (C194) Team 8 04/23 Mon Final Review Course – Instructor Evaluation

04/30	Mon	Final – Exam 3	<u>8:00 p.m. – </u>
			<u>10:00 p.m.</u>

MGT 471 – Strategic Management Basis for Course Grade

Components & Points

The course grade will be based upon the following components and points:

	Points	<u>%</u>
Exam 1	80	20%
Mid-Term - Exam 2	80	20%
Class Participation & Attendance	60	15%
Team Case Competition	60	15%
Case Presentation & Report	40	10%
Final Exam	<u>80</u>	<u>20 %</u>
Total	$\overline{400}$	100%

Note: If the class team wins the Team Case Contest on 4/13, the team case contest presenters will receive an additional 5% bonus points and other active team members will receive 3% bonus if they attend the competition event. Active class members who do not attend the class competition event (with an excused absence) will receive 1% bonus points.

Recorded Grades

Final course grades will be recorded based upon total awarded points. Awarded points will be converted to letter grades using plus – minus methodology.

Letter Grade	<u>Description</u>
A	Highest grade (90% and above)
В	Work of distinction (80% to 89%)
C	Average work (70% to 79%)
D	Passing, but unsatisfactory (60% to 69%)
F	Failure without credit (Below 60%)

Statement of Student/Instructor Responsibility

Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibility of the instructor.

Grade Appeals

A copy of the Student Grade Appeal procedure is on file and can be obtained from the BA Division office, Room 334, in the Bloch School.

MGT 471 - Strategic Management Case Presentation & Report Evaluation – 60 Points

Presentation (75%)	Assigned	Content (31 pts total)	Articulation (7 pts total) (7		<u>Total</u>
1. Background/Mission Statement					
2. Problems/Issues					
3. PEST Analysis					
4. Competitive Analysis					
5. Marketing Analysis					
6. Financial Analysis					
7. Profitability Analysis					
8. Trend/Segment Analysis					
9. Management Analysis					
10. SWOT Analysis					
11. Strategy Formulation					
12. Recommendation					
13. Response to questions					
Total Presentation Points					
Comments:					
Executive Reports (15%)					
1. Content-Problem, Issues & Recomm	mendations (8 pts)		_	
2. Composition-Organization & Writi	ng (4 pts)				
3. Format & Grammar (3 pts)					
Total Report Points					
Comments:					

Total Presentation & Report Points

MGT 471 – Strategic Management Participation Evaluation

Attendance (Passive participation) Students will sign the roll each class session and will receive 1.33 point for each session attended.
Maximum Points
Case Preparation for Discussion Students should turn in the Case Preparation for Discussion (8 cases) form prior to each case presentation and will receive points for each form as follows: No form
Maximum Points
Case Discussion (Active Participation) Students who participate actively in the case discussions (8 Cases) will receive points for each case as follow: • No comment 0 point • Normal contribution 2 points
Maximum Points
Total Participation Points

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Case Preparation For Discussion

me:	Student Name:
Central problem	n/issue in case:
2. Major strength o	of company:
3. Major weakness	s of company:
4. Major opportuni	ity for company:
5. Major threat cor	nfronting company:
6. Recommendation	on for resolving problem/issue: