



Strategic Management
BSAD 689

Professor : Dr. Allen F. Stembridge B.Commerce., MBA, Ed.D, F.I.A.C.
Office : CSH 202
Office Hours : 9:00a.m. -10:30a.m. (Monday through Friday),
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Class Hours : 1:30 p.m. – 5:00 p.m. (Monday through Friday)
Class Dates : July 14, 2008 – July 31, 2008
Classroom : CSH 208

Texts:

Required:

David, Fred R. (2009) *Strategic Management: Concepts and Cases*
(12th edition) Upper Saddle River, New Jersey: Prentice Hall.

Course Description:

Strategic Management requires that students integrate relevant knowledge gleaned from previous core business-course experience. Extensive case work and library research are demanded. Students work with a real organization to develop a comprehensive strategic plan. The student should have completed all MBA core requirements or be currently enrolled in the remaining courses.

Course Objectives:

At the end of the course students should be able to:

1. Use the strategic management process to understand competitive forces and to develop competitive advantages.
2. Analyze complex business situations from management's perspective.
3. Appreciate the interdependence of all business functions and operations.
4. Be more proactive in ascertaining and acting upon opportunities that may occur in the macro-environment.
5. Identify what an organization wants to achieve and know how they will do it.
6. Develop creative alternatives to resolving business problems, choose a strategy from among the alternatives generated, and effectively and efficiently implement the proposed course of action.
7. Work cooperatively in a group and collectively communicate results and recommendations based on objective and subjective analyses of business case problems.

Course Procedure:

Class lectures are designed to explain and supplement the text. Visual aids and the Internet will be used.

Readings and discussion of articles related to Strategic Management

Comprehensive case studies will be assigned, analyzed and discussed.

In-class individual and group work.

Group case analysis and presentations to the class.

Students are expected to come to class well prepared, having read the material assigned for the day and able and willing to participate in class discussion.

Class Attendance, Late Work, Make Up Work:

Students are expected to attend all classes and to be on time. Coming to class late or leaving before the end of class will be regarded as a tardy. Three tardies equals one unexcused absence. Being late by more than 15 minutes, or leaving class more than 15 minutes early will be counted as an absence. A student will be penalized by two percent for each unexcused absence

Late work will not be accepted. Assignments are to be handed in at the beginning of the class period on the day the assignment is due.

Make up work or make up tests are not permitted.

The instructor will use his own discretion in deciding whether an excuse is acceptable or not.

Academic Integrity:

Students are expected to display honesty in all matters relating to academic requirements for this course. Course work wherein a student has been dishonest will receive zero points. Please see the latest Andrews University Bulletin for complete details relating to academic integrity.

Food is not allowed in the Classroom.

Assignments:

1. Three case studies done independently by each student – analyzed only in part. Answers are to be typed, double-spaced, and not exceed three pages.
2. Two comprehensive case studies done independently by each student. For the first case the student is required to use the traditional case format, this will be explained in class. For the second case, the student is required to use the “David” method which will also be explained in class. Each case analysis needs to be typed, double-spaced, and not exceed five pages, plus exhibits.
3. Two comprehensive case studies as a participating member of a group of four or five students. Each group will present their analyses to the class, and one typed copy per group should be handed in. The typed copy needs to be double- spaced and not exceed five pages, plus exhibits. The first group case must follow the traditional format. The second group case must follow the “David” format. Each case must not exceed six pages, in addition to any exhibits. Points for the group cases will be allocated as follows:

Creativity.....	5
Participation.....	5
Content.....	15
Answer questions.....	3
Ask questions.....	2
Typed case analysis....	<u>10</u>
Total	40

4. Each student in each group will read seven articles and type out a two page summary of each article (double spaced). The groups will discuss and debate the articles in class.

Assigned Cases:

Short Cases:

- #1. Estee Lauder Companies Inc. - 2008 (pp.2-12). Financial analysis only.
- #2. Continental Airlines Inc. – 2007 (pp. 223-236). External analysis only
- #3. Zale Corporation. (pp. 170-181). Internal analysis only.

Comprehensive Cases:

- #4. **(Individual Case)**. Amazon.com – 2007 (pp.158-169).
Traditional method.
- *#5. **(a) (Group Case)**. Wendy’s International – 2007 (pp.193-203).
Traditional method.
- *#5. **(b) (Group Case)**. McDonald’s Corporation – 2007 (pp.204-213).
Traditional method.
- #6. **(Individual Case)**. Krispy Kreme Doughnuts– 2008 (pp.25-34).
David’s method.
- *#7. **(a) (Group Case)**. Winnebago Industries – 2008 (pp.96-105).
David’s method.
- *#7. **(b) (Group Case)**. Skoda Auto – 2007 (pp.106-115).
David’s method.

***Note: For the two group cases half the class, divided into groups, will do case (a) and the other half, divided into groups, will do case (b).**

Prescribed Articles:

- #1. Porter, Michael E. “What Is Strategy?” *Harvard Business Review*. (November- December, 1996): 61-78.
- #2. Hamel, Gary. “Strategy as Revolution.” *Harvard Business Review*. (July-August, 1996): 69-82.
- #3. Hamel, Gary and Prahalad, C.K. “Strategic Intent.” *Harvard Business Review*. (July-August, 2005): 148-161.

#4. Hamel, Gary. "The Why, What and How of Management Innovation." *Harvard Business Review*. (February 2006): 72-84.

#5. Porter, Michael E. "Strategy and Society: The Link between Competitive Advantages and Corporate Social Responsibility." *Harvard Business Review*. (December 2006): 78-92.

#6. Porter, Michael E. "The Five Competitive Forces that Shape Strategy." *Harvard Business Review*. (January 2008): 79-93.

#7. Collis, David J. and Rukstad, Michael G. "Can You Say What Your Strategy Is?" *Harvard Business Review*. (April 2008): 82-90.

Note: For group cases only one hard copy of the case analysis needs to be handed in for each group.

Examination:

One final examination. A comprehensive case study presented in groups. Half of the class, divided into groups, will present case (a), and the other half of the class, divided into groups, will present case (b). Cases (a) and (b) will be assigned a few days before the final examination date.

Grading:

Your grade will be determined by using the following weighting:

	%
3 Short case analyses (3 x 6%)	18
2 Individual cases (2 x 12%)	24
2 Group cases & presentation (2 x 10%)	20
7 Articles – summaries and discussion (7 x 2%)	14
Final Examination – Case analysis	20
Participation*	<u>4</u>
Total	100

*Participation points are NOT automatic. Students are expected to contribute ideas, not to engage in private conversations, not to leave the classroom other than at regularly scheduled breaks, and to return from scheduled breaks on time.

The Grading Scale used will be as follows:

A	>94%	C+	70 – 74%
A-	90 - 94%	C	65 – 69%
B+	85 - 89%	C-	60 – 64%
B	80 – 84%	D	< 60%
B-	75 – 79%		



Teaching and Assignment Schedule

(July 14, 2008 – July, 31 2008)

<u>Session</u>	<u>Topic</u>	<u>Assignment Due</u>
1	Introduction How to Prepare and Present a Case Analysis “Strategic Management: The Basic Steps”	None
2.	The Nature of Strategic Management	Article #1& 2
3	The Business Vision and Mission	Short Case (Financial analysis)
4	The External Assessment	#2 Short Case (External analysis) Article #3
5	The Internal Assessment	#3 Short Case (Internal analysis) Article #4
6	Strategies in Action	#4 Individual Case (Traditional method)

7	Field trip	
8	Strategy Analysis and Choice	#5 Group Case (Traditional method)
9	Implementing Strategies: Management And Operation Issues	Article #5 & 6
10	Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues	#6 Individual Case (David method)
11	Strategy Review, Evaluation and Control	Article #7
12	Review	#7 Group Case (David method)
13	Final Examination – In class case study	