

# Strategic Management (Mgmt 4132) Course Syllabus (F2F)

## Instructor Contact Information

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I am accessible by email within Blackboard and will respond to communications within 48 hours. All correspondence should be well before any course deadlines. Although this class is F2F we will be using blackboard extensively.

### Office Hours

Mondays 1:00- 3:00 or online by appointment

## Welcome to MGMT 4132

Have you ever set a goal for yourself but did not exactly know how you will achieve this goal. Well the answer is probably “Yes... many times”. But believe it or not for firms it is not much different. Organizations will set future goals of how much profits they will have or what market share they will maintain. But unless they figure out a strategy that tells them what they need to do to get there and stay on top of the implementation of that strategy, this goal is not likely to become a reality.

The word strategy comes from the Greek word strategos, which means literally, generalship, the act of planning and winning battles, and eventually the war, by thinking through and anticipating the implications of each and every action. In the context of firms, strategy aims to accomplish firms’ goals of creating value and succeeding in often highly competitive marketplaces, inhabited by fierce competitors. For firms to do this, they must carefully examine themselves, their external environment, and the other actors who may have similar or competing goals to before deciding what road to take?

Because strategic management permeates all departments and functional areas, as such, this course integrates knowledge and skills gained from your studies in the functional areas of business (e.g., marketing, organizational behavior, finance, accounting...). In drawing on these tools, we explicitly apply a *general management* point of view – we will analyze decisions and strategies in light of the *total enterprise*.

I look forward to having an engaged class with student led insightful discussions and well thought strategic recommendations. This is a fully online class.

## Getting Started

As a student in this course it is your responsibility to:

1. Review the entire course in detail and the course calendar. Any students with questions regarding the design of the course and/or course requirements should contact your professor immediately. Every student deserves a good start, so please ensure that you understand all the course requirements during the first week of the semester.
2. As the weeks progress students must review the various course content pages to determine what work will be required. Students must complete all the required work during the designated time period. All work (quizzes, discussions, etc.) must be complete and submitted at the designated time to receive full credit.
3. Each student in this course is required to check their email within Blackboard on a regular basis (at least once every 24 hours) to ensure that you receive any course related communications.

## Course Objectives

Strategic management addresses the strategic positioning of the firm, its resources and capabilities, and its organizational structure and how a firm can use them to create and sustain competitive advantage.

Course Description: The study of the formulation, implementation and assessment of strategic decisions.

Prerequisites: MGMT 3031, MKTG 3031, FINC 3331 and LAST SEMESTER. In addition, registration is restricted to students with an approved Candidate Plan of Study. The study of the formulation, implementation and assessment of strategic decisions

Learning Objectives: Upon successful completion of MGMT 4132 you should be able to:

- Understand and describe the contents of a company's strategic management audit report.
- Analyze the industry structure and assess environmental trends.
- Identify and assess a company's resources, its strengths and weaknesses and their ability to generate a competitive advantage.
- You will be able to suggest alternative strategies that match the firm resources (and stretch them) to the opportunities and threats facing the firm.
- Identify, analyze, and synthesize data to assess the firm's performance and critique a company's strategy.
- Describe and use the key concepts and tools of business strategy and corporate strategy.

## Course Design

- Complete individual case assignment
- Complete chapter quizzes
- Contribute to weekly discussions on chapter material/global marketplace news
- Complete a Group Case
- Contribute to scholarly debate on hot Strategy Topics
- Comply with American Psychological Association writing guidelines
- Open and read Blackboard daily

Note: there is no midterm or final in this class. However prepare yourself to dedicate about 3-4 hours of work per week.

## Graded Components of the Course

Since different individuals learn differently and have different strengths, the course provides you a variety of assessment measures to insure a fairer representation of your ability, and to develop your skills in different areas. This course emphasizes individual as well group active learning, as most managerial activities tend to be within such a context. Your final grade for the course will be based on the below components as follows. Please note the following graded areas in this course and the grade distribution

	Points possible
Evaluation Exam (1)	50
Evaluation Exam (2)	50
Evaluation Exam (3)	50
Evaluation Exam (4)	50
Evaluation Exam (5)	50
Evaluation Exam (6)	50
<b>only 5 will count towards your grade</b>	250
Individual Case Analysis	40
Hot Topic Debates	15
Final Group Case (see rubric)	150
Weekly Participation (every week is worth 6 points)	60
POST GLOBAL ECONOMY NEWS by Thursday 3	
Chapter Discussion Questions 3	

Note: The discussions, quizzes and case submission will be graded within Blackboard and returned (within 1.5 week from the due date). The quizzes will generate only a numeric grade upon your completion within Blackboard. You are welcome to see me to discuss your grade during office hours or by appointment

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Your grade percent can be determined by taking the points you have earned and dividing those points by the total possible number of points at that particular time during the semester.

LETTER GRADE	RANGE (%)	LETTER GRADE	RANGE (%)	LETTER GRADE	RANGE
A	95 - 100	B-	80 - 83	D+	67 - 69
A-	90 - 94	C+	77 - 79	D	64 - 66
B+	87 - 89	C	74 - 76	D-	60 - 63
B	84 - 86	C-	70 - 73	F	< 60

## Key Components of the Course

Each component of the course warrants your full attention

Task	Assignment	Responsibility
Case Analysis	<p>Case discussion and participation is essential for this course. Student engagement is a necessary condition for an effective learning experience. Everyone is expected to be a positive contributor to the class learning community, and students are expected to share the responsibility of teaching each other.</p> <p>Because it is important that you develop analytical skills individually as well as a within a group. There will be 2 possible individual cases in this class. You will need to contribute to only 1.</p> <p>You will be provided discussion questions about the case to guide your analysis and you will be asked to discuss your analysis in class</p> <p>Please note that the each dropbox will be open for only one week so if you intend to participate on it you will need to do so promptly and complete by the deadline. Any suspected cheating between members will result in no credit.</p> <p>Individual Case Grading Criteria (40 points possible)</p> <ol style="list-style-type: none"> <li>1. Applying (but not repeating) the concepts in the book and especially the chapters of the week to the analysis of the case.</li> <li>2. Applying the course and book tools to the analysis of the case and address discussion questions.</li> <li>3. Not rehashing the case facts or what other have said before.</li> <li>4. Demonstrating a point by using case facts (for e.g., in Exhibit A on page 54) and data (for example doing a ratio analysis).</li> <li>5. Demonstrating a point of view and an ability to be critical (i.e. seeing both the + and -).</li> <li>6. Making recommendations that build on the analysis made.</li> <li>7. Examining multiple strategic options that build very tightly on the results from the analysis.</li> <li>8. Making truly strategic recommendations.</li> <li>9. Your book also has an Appendix a section on analyzing and preparing cases.</li> </ol> <p>You will be given 2 case options, but you are required to only complete 1 individual cases write-ups (2.5 page maximum).</p>	Individual
Strategic Audit	<p>This is the equivalent of a final exam. The typical steps in a Strategic Audit include the following:</p> <p>1. Analysis: There are four parts to the analysis:</p> <ul style="list-style-type: none"> <li>• An examination of the company's financial performance (Parts of Chapter one and your prior accounting and finance classes should be useful here)</li> <li>• An examination of the company's resources (Read all Chapter 3 to help you with this. The 'VRIO' framework is a great tool to help you with the task p.68-87. All your prior functional courses should be useful here too, marketing, finance, ..)</li> <li>• An examination of the company's external environment (Read all Chapter 2 to help you with this. 'The Five Forces Analysis' p.35-50 helps you analyze the firm's task environment. PEST or GDPest or PESTLE help you analyze the general environment see p.30-33 for help)</li> </ul>	<p>Group case of 3 students maximum</p> <p>You may be new to Case Discussion but do not despair. The basic idea of a case discussion and analysis is that you are doing a "Strategic Audit" or diagnostic of the company and then based on this diagnostic; you then</p>

	<ul style="list-style-type: none"> <li>An examination of the firm’s strategy (Chapter 1 and all chapters from Chapter 4 should be useful at this task) (see professors questions).</li> </ul> <p>2. Presentation and Evaluation of potential options</p> <p>3. Final Strategic Recommendations and justification.</p> <p><b>PLEASE NOTE THAT IN ORDER TO DO A GOOD STRATEGIC ANALYSIS YOU DO NOT NEED TO DO ANY RESEARCH.</b></p> <p><b>Simply read very well the case before you start your analysis. <u>Make sure you Read pg 343-346 How to Analyze Cases?</u></b></p> <p>Group Case Grading Criteria (150 points)</p> <ul style="list-style-type: none"> <li>Company’s financial performance (15 points)</li> <li>‘VRIO’ framework (30 points)</li> <li>‘The Five Forces Analysis (20 points)</li> <li>An examination of the firm’s strategy (40 points ) (see professors guidance questions)</li> <li>Presentation and Evaluation of other potential strategic options (15 points)</li> <li>Final Strategic Recommendations and justification (30 points)</li> </ul> <p>Average length of paper 7-10 pages</p>	<p>make “Strategic Recommendations”.</p> <p>For a person this would be the equivalent of the yearly check-up at the doctor followed by a diagnostic and recommendations for treatment.</p>
<p>Global Market place news</p>	<p>Because you cannot be an effective strategists without knowing what is happening in the global economy, I have designed “<b>What is happening in the global economy?”</b> exercise. And that is how you can secure your participation points in this class</p> <p>How does it work</p> <ul style="list-style-type: none"> <li>I will divide the class in teams- each team is pre-assigned a region/key emerging market (to be revisited based on class size) <ul style="list-style-type: none"> <li>India</li> <li>China</li> <li>Iran</li> <li>Egypt</li> <li>Japan</li> <li>USA</li> <li>Brazil</li> <li>Central America</li> <li>South America</li> <li>Eastern Europe</li> <li>Europe</li> </ul> </li> </ul> <p>Each team needs to post by <u>Thursday</u> of every week an article about current events in the region assigned that are related to Global Strategy and what we are studying this week on the designed discussion board on blackboard. Then be prepared to discuss it.</p>	<p>Group of 3/4 students maximum</p>

	<p>Every week you need to</p> <ol style="list-style-type: none"> <li>(1) Tell us what happened</li> <li>(2) Provide the source for this information</li> <li>(3) Comment on how you think this impacts/relates to strategic management concepts studied in class.</li> </ol> <p>Remember that each group needs to post once a week- so you may take turns as a team and divide your weeks accordingly. But most important. You need to work together on this in a way that each person contributes to this.</p>	
Chapter Discussion Questions	See course calendar : Be prepared to discuss in class to secure your weekly participation points	
Hot Topics debate	More details to follow	
EXAMS	<p>We will have an exam for each 2 chapters of the book for a total of 6 exams per term. I will drop the lowest grade so only 5 of the exams will count towards your grade. Please keep in mind that the book is geared to the best and brightest and the exam questions will be drawn at random for each of you. As such, the best strategy for doing well in the exams is to UNDERSTAND very well the course material and be able to APPLY the content to a real life situation.</p> <p>The material in the book gets progressively more complex than the material for the first exam. Please make-sure to budget more studying time to do well on it.</p> <p>The exam is a speed test. This has pluses and minuses. The big plus is that the exam does not allow for cheating and it forces you to really know your material. So in that way it is fair and conducive to learning. You will not be able to consult your book and do well on it.</p> <p>All exams will open on Monday and close on Sunday evening. You may complete them at your own time.</p> <p>It will consist of mix of True or False Questions and Multiple Choice Questions.</p> <p><b>NO MAKE-UPS.</b> There will be no exceptions to this rule unless you have a doctor's note indicating that you were physically unable to take the exam. In this case, your medical excuse should be submitted to me as soon as possible</p>	

**Required Text:**

***Strategic Management and Competitive Advantage (4th Edition)***

***Barney & Hesterly***

***Prentice Hall (2010)***

***ISBN-10: 0132555506***

***ISBN-13: 9780132555500***

If you decide to purchase an E-version, make sure it has the cases.

### **Technology Requirements:**

Ability to access the Blackboard (course website): <http://blackboard.uhcl.edu>.

You must be able to create and access basic Microsoft Office applications (e.g. Microsoft Word). Furthermore, all enrolled students must have continuous internet (internet and other applications can be accessed on campus) services to access Blackboard. It is your responsibility to either utilize services provided on campus or provide your own.

## **Course Policies**

**Academic Honesty:** All students at the University of Houston-Clear Lake are expected to maintain complete honesty and integrity in all academic work attempted while enrolled at the University of Houston-Clear Lake. Any conduct or activity by a student intended to earn or improve a grade or receive any form of credit by fraudulent or dishonest means is considered an Honesty Code violation. I hold each student enrolled in this course responsible for reviewing and adhering to the University of Houston-Clear Lake Academic Student Life Policies.

Because honesty and integrity are such important factors in the professional community, you should be aware that failure to perform within the bounds of these ethical standards is sufficient ground to receive a grade of “F” in this course and be recommended for suspension from UHCL. The honesty code of UHCL states “I will be honest in all my academic activities and will not tolerate dishonesty.”

**LATE WORK NOTICE:** Late work will not be accepted (without expressed prior permission from instructor). NO EXCEPTIONS!!!!

**INCOMPLETES:** Only in the event of a documented medical emergency will an extension be granted.

**DROP/WITHDRAWAL DATE:** SEE [UHCL Academic Calendar](#)

**DISABILITY POLICY:** If you will require special academic accommodations under the Americans with Disabilities Act, Section 504, or other state or federal law, please contact the Disability Services Office at 281-283-2626.

**SHARING OF STUDENT WORK PRODUCTS:** Students are prohibited from sharing work products (case answers, outlines, etc.) across teams. Thus, information that is shared across or between two or more students will be considered a breach of the student honesty code. Knowledge of such events, without reporting this to the instructor, shall also be considered a violation of the student honesty code. Sharing quiz answers before the end of the quiz period, within or between members of student teams, will also be considered a violation.

**Plagiarism:** Plagiarism violations will result in a zero (0) on the submitted assignment. Repeated incidents (more than once) will result in a grade of "F" for the course. [Click here](#) to better understand how to avoid plagiarism within this course.

### **Course Communications**

**(phone conversations, email, online discussions, chats, instructor meetings, etc.)**

All communications with your professor and peers must be academically professional at all times in order to maintain a positive learning experience. Any communications deemed inappropriate will be identified and a communication sent to that individual by your professor. If an infraction should reoccur, then your instructor will take the appropriate action(s) to maintain a positive learning experience which could be in the form of a warning and/or disciplinary action(s) using established University of Houston-Clear Lake procedures.

**Accessibility:** Any student who requires an accommodation under the American with Disabilities Act or other State or Federal Law should notify the professor as soon as possible. For additional information on disability accommodations and access, please contact:

Disability Services

SSB: 1.301

Phone: (281) 283 - 2626

<http://prtl.uhcl.edu/portal/page/portal/UAO>

**Attendance:** Students enrolled in this course must complete their assignments within the designated timeframe. They must also actively participate in the course. Your assignment completion and active participation is deemed to be your attendance. If your participation begins to reach an unacceptable level your instructor will provide an initial warning. If a student receives a second warning his or her final grade may be lowered by one full letter grade (an average of "A" could be lowered to a "B").

**Group Work:** You need to manage your group issues and try to resolve them independently. You should only contact the professor when you have failed to individually solve the issues. Keeping in mind that group members who expect to free ride will not get the same grade as those who are doing the work.

**Written Assignments:** All written assignments must comply with the standards addressed by the American Psychological Association Guide. Here are some of the basics that written submissions must meet:

- 12 Font
- Double spaced
- Times New Roman
- No abbreviation and/or contractions
- Standard Margins (1 inch top/bottom & 1.25 left and right margins)
- Selection of words and phrases limited to academically acceptable English

If you should have any questions regarding the American Psychological Association standards contact the [University of Houston - Clear Lake Writing Center](#). The University of Houston - Clear Lake Writing Center can provide you support through synchronous and asynchronous tutoring, telephone conversations, instant messaging, and face-to-face tutoring. Please take advantage of this service because as a student this is part of your tuition fees.

Note: Written assignments are important. It is strongly recommended that each student ensure that all assignment submissions are written well and enough time is provided to review your grammar, spelling, punctuation, and adherence to the American Psychological Association standards. When you utilize Word 2007 for your submissions it does contain functions to assist with these items, but keep in mind that it does not replace each student's detailed review of his or her own work. The Microsoft Office 2007 products do a rough job of cleaning things up, but further refinement on the part of each student is still required.

**Assessment:** The School of Business may use assessment tools in this course and other courses for curriculum evaluation. Educational Assessment is defined as the systematic collection, interpretation, and use of information about student characteristics, educational environments, learning outcomes and client satisfaction to improve program effectiveness, student performance and professional success. This assessment will be related to the learning objectives for each course and individual student performance will be disaggregated relative to these objectives. This disaggregated analysis will not impact student grades, but will provide faculty with detailed information that will be used to improve courses, curriculum, and students' performance.

**Course Changes:** This course is subject to change based on unforeseen scheduling difficulties, the progress of students enrolled this semester requires an adjustment, or if your instructor deems this action necessary based on other reasons. Students will be informed prior to any changes being implemented.

### **Course Calendar: WEEKLY SCHEDULE**

This course is divided into fifteen classes. Each class is designed to provide you a comprehensive examination of the subject matter. A summary of the course activities is available within the course calendar. It is important that you adhere to all due dates and remain focused on their completion. University of Houston - Clear Lake important academic dates are also available at academic calendar.

DATE	READINGS	CASE STUDIES	ASSIGNMENTS	EXAM
Week 1 Aug 27	Ch 1: What is Strategy?		Buy Course Text. Create personal (Introduce Yourself). Read: The syllabus  Form Groups for case/Discussion questions  Divide Class into markets  Start Industry discussion	
Labor day	No class		Use this time wisely to prepare for next class	
Week 2 Sept 10	Ch 2: External Environment Analysis	Ch 2 Challenge Questions # 61  Groups 1, 2→ Q #1  Groups 3, 4→Q#2  Groups 5, 6→Q#3  Groups 7, 8→Q#4  Groups 9, 10→Q#5  Groups 11→Q#6	SUBMIT GLOBAL ECONOMY NEWS by Thursday (9/6) of preceding week  SUBMIT Chapter Discussion of preceding week by(9/6)  Be ready to discuss both in Monday's class	Exam #1  Covers Chapters 1 & 2  Via blackboard Due Friday 9/14
Week 3 Sept 17	Ch 3: Internal Environment	Challenges Questions p 97  Groups 1, 2→ Q #7  Groups 3, 4→Q#2  Groups 5, 6→Q#3  Groups 7, 8→Q#4  Groups 9, 10, 11→Q#5	SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 9/13  SUBMIT Chapter Discussion by Thursday of preceding week 9/13  Be ready to discuss both in Monday's class	
Week 4 Sept 24	Hottest Topics in Strategic Management	Corporate Social Responsibility  Corporate Environmental Management  Offshoring	Material to be posted by professor  Read the material and be prepared for  In class debate  (more details to follow)	Exam #2 Covers ch 3  Via blackboard Due Friday 9/28
Week 5 Oct 1	Ch 4: Cost Leadership	Gr , 5, 6, 9→ Q#1  Gr 3, 4, 11→ Q#2  Gr 1, 2, -→ Q3	SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 9/27  SUBMIT Chapter Discussion by	

		Gr 7, 8 10→ Q#4	Thursday of preceding week 9/27  Be ready to discuss both in Monday's class	
Week 6 Oct 8	Ch 5: Product Differentiation	Gr , 5, 6, → Q#1 Gr 3, 4, 11→ Q#2 Gr 1, 2, → Q5 Gr 7, 8 → Q#4 Gr 10, 9→ Q#6	SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 10/4  SUBMIT Chapter Discussion by Thursday of preceding week 10/4  Be ready to discuss both in Monday's class	Exam #3 Covers Chapters 4 and 5  Via blackboard Due Friday 10/12
Week 7 Oct 15		Submit case Option #1 by Sunday 10/14  <u>Option Case I</u>  <u># 1-1 (in textbook)</u> Pfizer and the Challenges of the Global Pharmaceutical Industry ( Pg 100)	Class Discussion Case option 1  Be ready to discuss	Read  <u>How to Analyze Cases?</u>  <u>Make sure you Read pg 343-346</u>  See discussion questions for guidance  Submit Case Analysis by 10/14
Week 8 Oct 22	Ch 6: Vertical Integration		SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 10/19  SUBMIT Chapter Discussion of preceding week 10/19  Be ready to discuss both in Monday's class	
Week 9 Oct 29	Ch 7: Corporate Diversification		SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 10/25  SUBMIT Chapter Discussion by Thursday of preceding week 10/25  Be ready to discuss both in Monday's class	Exam #4 Covers Chapters 6 and 7  Via blackboard Due Friday  11/2
Week 10 Nov 5	Ch 8: Organizing to Implement corporate Diversification		SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 11/1  SUBMIT Chapter	

			<p><b>Discussion of by Thursday of preceding week 11/1</b></p> <p><b>Be ready to discuss both in Monday's class</b></p>	
<p><b>Week 11</b></p> <p>Nov 12</p>	<p>Ch 9: Strategic Alliances</p>	<p><b><u>Submit by Nov 11</u></b></p> <p><b><u>Option Cases II</u></b></p> <p>Case # 2-1 Jet Blue Airways: Managing Growth Pg 160</p>	<p><b>SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 11/8</b></p> <p><b>SUBMIT Chapter Discussion of Thursday of preceding week 11/8</b></p> <p><b>Be ready to discuss both in Monday's class</b></p>	<p><b>Exam #5 Covers Chapters 8 and 9</b></p> <p><b>Via blackboard Due Friday</b></p> <p><b>11/16</b></p>
<p><b>Week 12</b></p> <p>Nov 19</p>	<p>Ch 10: Mergers and Acquisitions</p>		<p><b>SUBMIT GLOBAL ECONOMY NEWS by Thursday of preceding week 11/15</b></p> <p><b>SUBMIT Chapter Discussion by Thursday of preceding week 11/15</b></p> <p><b>Be ready to discuss both in Monday's class</b></p>	
<p><b>Week 13</b></p> <p>Nov 26</p>	<p>Ch 11: International Strategies</p>		<p><b>SUBMIT GLOBAL ECONOMY NEWS by 11/26</b></p> <p><b>SUBMIT Chapter Discussion of by 11/26</b></p> <p><b>Be ready to discuss both in Monday's class</b></p>	<p><b>Exam #6 Covers Chapters 10 and 11</b></p> <p><b>Via blackboard Due Friday</b></p> <p><b>12/7</b></p>
<p><b>Week 15</b></p> <p>Dec 3</p>	<p><b>Group case Presentations</b></p>	<p><b>Group Case Analysis Due</b></p> <p>(worth 150 points)</p> <p>Case</p> <p>Wal-mart Stores inc. (1-2)</p> <p>Corporate Strategy: Case 3-7 McDonald and KFC</p> <p>Ebay</p>	<p><b>**Case Presentation schedule to be communicated during the semester</b></p>	