

# MGT 4723/2928 and 9137

## Strategic Management

(Fall 2016)

Instructors:

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### **John Kraft**

100 Bryan Hall  
[john.kraft@warrington.ufl.edu](mailto:john.kraft@warrington.ufl.edu)  
352-392-2398

### **Tawnya Means**

206 Bryan Hall  
[tawnya.means@warrington.ufl.edu](mailto:tawnya.means@warrington.ufl.edu)  
352-273-3237

Required Text:

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*Essentials of Strategic Management*, 3<sup>rd</sup> Edition, by Charles W. L. Hill and Gareth R. Jones, Cengage Learning, 2012. (ESM) – ISBN: 9781111525194

You can rent the text, get an e-text or buy online at this link:

<http://www.cengagebrain.com/shop/en/US/storefront/US?cmd=CLHeaderSearch&fieldValue=9781111525194>

### **BUSINESS PERIODICALS:**

You need to develop the habit of reading current business news periodicals (e.g., *Wall Street Journal*, *Business Week*, *Fortune*). The articles will help you see how the strategic management concepts you learn in this course are used in the “real world”. The reading will help you decide on careers and choosing industries and companies for employment. Many sources of “free” business news are available on the World Wide Web. Virtually any business publication is available electronically and free through the UF library.

Purpose of Course:

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This course deals with the strategy of organizations. The objective of the course is to provide students with a fundamental knowledge of the theory and application of global strategic management. The course is designed to assist students in:

- 1) Learning about the theory and practice of strategic management
- 2) Applying the concepts and techniques to management problems
- 3) Working as a management team on strategic problems

The following are the course objectives:

1. You will understand the role of strategy within society and within an economic system.
2. You will learn the vital role of strategy within a firm and the necessary relationships

- between strategy and profitability.
3. You will consider the various strategic choices and the tools used by managers for making decisions.
  4. You will learn key strategy principles and terminology. Because this is a survey course, there is an emphasis on basic terminology and concepts.

*It is strongly recommended that students taking this class have completed marketing, management, and introductory finance.*

## Assurance of Learning Objectives:

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Each program at the Warrington College of Business Administration has developed goals and objectives that express the most valued skills and knowledge that students should be able to demonstrate upon completion of the total learning experiences in that program. The following goals and objectives are specifically mapped onto this course:

### **Goal 1: Demonstrate competency in and across business disciplines.**

1A. Demonstrate knowledge and understanding of elements of economics, finance, accounting, marketing, operations management, organizational behavior, business law, information technology, and business statistics.

### **Goal 4: Appreciate the ethical and legal aspects of business.**

4A. Define and explain legal, ethical, and social responsibilities of organizations.

### **Goal 5: Possess a global perspective on business.**

5A. Describe the key components of the business environment that vary across countries and understand how these differences present challenges/opportunities for the conduct of business.

## Academic Learning Compact:

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The Academic Learning Compact for the undergraduate business major defines the skills and knowledge necessary to master that discipline. Each course within the major plays a particular role, specified by the Student Learning Outcomes for that course. The SLOs for this course have been defined as shown in the chart below.

<b>STUDENT LEARNING OUTCOMES</b>
<b>Strategic Management</b>
<u>Environmental:</u> Students will develop an understanding of external and internal firm environment
<u>Strategy:</u> Students will develop an understanding of strategies: functional, business, global, and corporate.
<u>Implementation:</u> Students will develop an understanding of the concept that structure follows strategy.

## Course Policies:

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**Make-up Policy:** Make-up work is only permitted if you have a valid medical excuse.

**Assignment Policy:** All assignments are due on the assigned date.

## Grading Scale:

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Tests (three tests at 16 points each) = **48 points**

Mini case assignments (three cases at 8 points each) = **24 points**

Simulation = **28 points**

- up to 8 practice rounds, scored based on round completion, for a total possible of 4 points
- seven competition rounds scored with 4 points possible each for rounds 2, 3, 4, and 5, based on star rating, for a total possible of 16 points
- overall scoring based on the balanced score card, for a total possible of 4 points
- strategy selection, 2 points possible
- shareholder report, 2 points possible

Percentage	Letter Grade:
100-94.01	A
<94-89.01	A-
<89-85.01	B+
<85-80.01	B
<80-75.01	B-
<75-70.01	C+
<70-65.01	C
<65-60.01	C-
<60-55.01	D+
<55-50.01	D
<50-45.01	D-
<45	E

## Course Structure:

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Each course topic will feature up to five components:

1. An overview of the topic and materials to be discussed
2. A set of required readings and lecture discussion on the materials
3. A selected case discussion relevant to the topic
4. A film related to the topic
5. A summary of the strategy simulation

## Lectures and Cases Videos

You will watch course lectures within the course website pages. You will be responsible for all material presented in lectures. Lectures occasionally will be used to clarify and summarize the text, but will also include material not covered in the text and it is important that you read the text prior to watching the videos.

## Proctored Exams

There will be three exams proctored through ProctorU. Exam material will be drawn evenly from all assigned chapters and video lectures. You are responsible for all assigned text material. It is important to note that you MAY NOT DROP an exam. Thus, you are required to take all tests as scheduled. IF YOU MISS AN EXAM, A MAKEUP EXAMINATION WILL BE GIVEN ONLY IN THE CASE OF A DOCUMENTED MEDICAL PROBLEM OR A DOCUMENTED FAMILY EMERGENCY. The materials covered in overviews, the simulation discussions, the additional films, and the video cases are not included in the tests. The course outline contains the breakdown of topics for each exam.

## Proctored Cases

Each student will be asked to provide a written response to questions for three mini cases. These cases are proctored through ProctorU. Each case is worth 8 points toward your final grade (total 24 points). Mini case questions relate to the assigned mini case NOT the lecture mini case. The case videos in the course provide an example of how to address the case questions. You should watch all the case videos in order to understand the format for responding to the case questions.

## Simulation

Students will participate in a strategy simulation, CapsimCore. Your participation in the simulation will represent 28 points of your final grade and you will be scored on training, practice rounds, competition rounds, your strategy, and your report. You will access the simulation through the course website.

## UF Policies:

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### University Policy on Accommodating Students with Disabilities

Students requesting accommodation for disabilities must first register with the Dean of Students Office (<http://www.dso.ufl.edu/drc/>). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams.

Accommodations are not retroactive, therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

### University Policy on Academic Misconduct

University policy requires that I remind you of the common sense values embodied in the University Honor Code. I assume that you are familiar with the policy on academic honesty as stated on the following web page: <https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>. The following pledge will be assumed

in regard to all examinations and assignments: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

Because of the online nature of the class and the use of multiple-choice examinations, some students may be tempted to cheat on exams. DON'T. I do take students to honor court when necessary.

## Getting Help:

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For issues with technical difficulties for e-Learning in Canvas, please contact the UF Help Desk at:

Email: [learning-support@ufl.edu](mailto:learning-support@ufl.edu) | Phone: (352) 392-HELP - select option 2 | Website: <http://elearning.ufl.edu/>

Any requests for make-ups due to technical issues MUST be accompanied by the ticket number received from LSS when the problem was reported to them. The ticket number will document the time and date of the problem. You MUST e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

Other resources are available at <http://www.distance.ufl.edu/getting-help> for:

- Counseling and Wellness resources
- Disability resources
- Resources for handling student concerns and complaints
- Library Help Desk support

Should you have any complaints with your experience in this course please visit <http://www.distance.ufl.edu/student-complaints> to submit a complaint.

# Course Schedule – Fall 2016

Lessons	Read	Watch	Do
<b>Introduction</b> <i>Now</i> <i>August 22</i>	ESM p. Preface xi, xii Capsim Foundations support materials	01_01: Course Introduction 01_02: Introduction and how the Cases Fit into the Course 01_03: Course Introduction – Lecture Video	Sign up for ProctorU appointments 8/26/16
<b>Strategy and Performance</b>	ESM p. 1-18, 28-32 Walmart's competitive advantage, p. 3	02_01: Strategy and Performance – Lecture Video 02_02: Walmart's competitive advantage – Case Video 02_03: Brazil – Film	Start CapsimCore Training 8/26/16
<b>Strategic Leadership</b> <i>August 29</i>	ESM p. 19-22 Working Conditions at Walmart, p. 45	03_01: Strategic Leadership – Lecture Video 03_02: Working Conditions at Walmart – Case Video 03_03: Meg Whitman	
<b>Governance and Ethics</b>	ESM p. 33-50 Google's Mission, Ethical Principles, and Involvement in China, p. 52	04_01: Governance and Ethics – Lecture Video 04_02: Google's Mission, Ethical Principles, and Involvement in China – Case Video 04_03: Fashion Victims – Bangladesh - Film	Submit screenshot from completion of CapsimCore Training 9/2/16
<b>Forces within the Industry</b> <i>September 6</i>	ESM p. 55-67 Circumventing Entry Barriers into the Soft Drink Industry, p. 59	05_01: Forces within the Industry – Lecture Video 05_02: Circumventing Entry Barriers into the Soft Drink Industry – Case Video 05_03: Medical Tourism – Film	Review the CapsimCore Report 9/9/16
<b>Forces External to the Industry</b> <i>September 12</i>	ESM p. 68-77 Pharmaceutical Industry, p. 79	06_01: Forces External to the Industry – Lecture Video 06_02: Pharmaceutical Industry – Case Video 06_03: Disaster in the Gulf - Film	Continue practice rounds
<b>Competitive Advantage</b> <i>September 19</i>	ESM p. 83-85, 108-109 Video Case: Walmart's Bargaining Power Over Suppliers, p. 67	07_01: Competitive Advantage – Lecture Video 07_02: Walmart's Bargaining Power Over Suppliers – Case Video 07_03: Zappos – Film	Practice rounds close 9/23/16 at 5:00pm  <b>Proctored Case 1</b> <i>Open 9/23/16 at 5:00pm</i> <i>Closes 9/25/16 at 5:00pm</i>

<p><b>Building Blocks of Competitive Advantage</b> <i>September 26</i></p>	<p>ESM p. 86-92, 109-111 Starbucks, p. 113</p>	<p>08_01: Building Blocks of Competitive Advantage – Lecture Video 08_02: Starbucks – Case Video 08_03: Spanx – Film</p>	<p>Select a strategy – due 9/30/16 at 5:00pm  Competition round 1 closes 9/30/16 at 5:00pm</p>
<p><b>Functional Level Strategies</b> <i>October 3</i></p>	<p>ESM p. 93-99 Learning Effects in Cardiac Surgery, p. 95  ESM p. 100-107 Human Resource Strategy and Productivity at Walmart, p. 99</p>	<p>09_01: Functional Level Strategies – Lecture Video 09_02: Learning Effects in Cardiac Surgery – Case Video 09_03: Ryanair – Film  10_01: Functional Strategies – Lecture Video 10_02: Human Resource Strategy and Productivity at Walmart – Case Video 10_03: Toyota Production System for Improving Efficiency and Quality – Film</p>	<p>Competition round 2 closes 10/7/16 at 5:00pm  <b>Proctored Test 1:</b> Covers all material under Topic A: Environment (Lectures 1-8) <i>Open 10/7/16 at 5:00pm</i> <i>Closes 10/9/16 at 5:00pm</i></p>
<p><b>Competitive Positioning</b> <i>October 10</i></p>	<p>ESM p. 117-128 Walmart's Business Model and Competitive Positioning, p. 120</p>	<p>11_01: Competitive Positioning – Lecture Video 11_02: Walmart's Business Model and Competitive Positioning – Case Video 11_03: McDonald's CEO on the "McChallenges" ahead – Film</p>	<p>Competition round 3 closes 10/14/16 at 5:00pm</p>
<p><b>Firm Strategies in Mature Industries</b> <i>October 17</i></p>	<p>ESM p. 129-140 Video Case: Nike's Business-Level Strategies, p. 142</p>	<p>12_01: Firm Strategies in Mature Industries – Lecture Video 12_02: Nike's Business-Level Strategies – Case Video 12_03: Hyundai – Film</p>	<p>Competition round 4 closes 10/21/16 at 5:00pm  <b>Proctored Case 2</b> <i>Open 10/21/16 at 5:00pm</i> <i>Closes 10/23/16 5:00pm</i></p>
<p><b>Strategies for Going Global</b> <i>October 24</i></p>	<p>ESM p. 145-160 Walmart's Global Expansion, p 150</p>	<p>13_01: Strategies for Going Global – Lecture Video 13_02: Walmart's Global Expansion – Case Video 13_03: A Global Brand: How VW Plans to Become Number One – Film</p>	<p>Competition round 5 closes 10/28/16 at 5:00pm  <b>Proctored Test 2:</b> Covers all material from Lectures 9-12 <i>Open 10/28/16 at 5:00pm</i> <i>Closes 10/30/16 at 5:00pm</i></p>
<p><b>Choices and Entry Mode</b> <i>October 31</i></p>	<p>ESM p. 161-168 IKEA - The Global Retailer, p. 169</p>	<p>14_01: Choices and Entry Mode – Lecture Video 14_02: IKEA - The Global Retailer – Case Video 14_03: India – Film</p>	<p>Competition round 6 closes 11/4/16 at 5:00pm</p>

<b>Horizontal and Vertical Integration</b> <i>November 7</i>	ESM p. 172-186 Walmart's Growing Chain of "Neighborhood Markets", p. 176	15_01: Horizontal and Vertical Integration – Lecture Video 15_02: Walmart's Growing Chain of "Neighborhood Markets" – Case Video 15_03: Barry Diller – Film	
<b>Diversification</b> <i>November 14</i>	ESM p. 186-195 Diversification at 3M: Leveraging Technology, p. 190	16_01: Diversification – Lecture Video 16_02: Diversification at 3M: Leveraging Technology – Case Video 16_03: Larry Page: Where's Google Going Next? – Film	Competition round 7 closes 11/18/16 at 5:00pm
<b>Strategic Alliances</b> <i>November 21</i>	ESM p. 200-221 News Corp's Successful Acquisition Strategy, p. 216	17_01: Strategic Alliances – Lecture Video 17_02: News Corp's Successful Acquisition Strategy – Case Video 17_03: GM – Film	Shareholder report – due 12/2/16 at 5:00pm  <b>Proctored Case 3</b> <i>Open 12/2/16 at 5:00pm</i> <i>Closes 12/4/16 at 5:00pm</i>
<b>Strategy and Structure</b> <i>November 28</i>	ESM p. 226-253 How Sam Walton Created Walmart's Culture, p. 255-256	18_01: Strategy and Structure – Lecture Video 18_02: How Sam Walton Created Walmart's Culture – Case Video 18_03: Howard Schultz – Film	<b>Proctored Test 3:</b> Covers all material from Lectures 13-18 <i>Open 12/10/16 at 8:00am</i> <i>Closes 12/12/16 at 5:00pm</i>

Disclaimer: This syllabus represents my current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, communicated clearly, are not unusual and should be expected.