

MAN 4723

Sections: 02D2 and 1D29

Strategic Management

(Spring 2018)

Instructor:

John Kraft, PhD

218 Bryan Hall

john.kraft@warrington.ufl.edu

352-392-2398

TA: Trish Kalis

tkalis@ufl.edu

Required Text:

Strategic Management: Theory & Cases an Integrated Approach, 12th Edition, by Charles W. L. Hill, Melissa A. Schilling, and Gareth R. Jones, Cengage Learning, 2017 – ISBN: 978-1-305-50227-7

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

<https://www.cengagebrain.com/shop/ProductDisplay?langId=-1&storeId=10151&catalogId=10057&productId=732857>

Please note that online or electronic texts are not allowed as resources during proctored cases.

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:

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:

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:

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.

STUDENT LEARNING OUTCOMES
Strategic Management
<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.

Make-Up Policy:

Excused absences are consistent with university policies in the undergraduate catalog (<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>) and require appropriate documentation. Make-up work is only permitted if you have valid documentation. All assignments are due on the assigned date.

Grading Scale:

Assignment	Total
Mini Cases (3) 8 pts each	24 pts
Tests (3) 20 pts each	60 pts
Simulation (see scoring notes below)	16 pts
TOTAL	100 pts

Round Scoring:		
A	5 stars	2.0
A-	4 stars	1.8
B+	3 stars	1.65
B	2 stars	1.5
B-	1 star	1.3
C+	0	1.15

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

Simulation Scoring Notes:

- up to 8 practice rounds, scored based on round completion, for a total possible of 4 points
- seven competition rounds scored with 2 points possible for each of the top four rounds based on star rating, for a total possible of 8 points
- overall performance scoring based on Ending Sales, Cumulative Profit, Ending Contribution Margin, Ending Stock Price, and Cumulative Emergency Loan, for a total possible of 4 points

Course Structure:

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. No notes or texts allowed.

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 read the cases and then watch all the case videos in order to understand the format for responding to the case questions. No notes or texts allowed.

Simulation:

Students will participate in a strategy simulation, CapsimCore. Your participation in the simulation will represent 16 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. See the Getting Started section of the course site for information on accessing the simulation. **You cannot pass the course if you do not participate in the simulation. For help on the simulation contact: support@capsim.com**

UF Policies:

Students Requiring Accommodations:

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

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. We do take students to honor court when necessary.

Getting Help:

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

For issues with technical difficulties for **Capsim**, please contact at: support@capsim.com

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

U Matter, We Care serves as UF’s umbrella program for UF’s caring culture and provides students in distress with support and coordination of the wide variety of appropriate resources. Families, faculty and students can contact umatter@ufl.edu seven days a week for assistance for students in distress.

Course Schedule – Spring 2018

Lessons	Read	Watch	Do
Introduction <i>Now</i> <i>Week 1: January 7</i>	HSJ pg. Preface xiv-xivii CapsimCore support	01_01: Course Introduction 01_02: Introduction and how the Cases Fit into the Course	Sign up for ProctorU appointments
Strategy and Performance <i>Week 2: January 7</i>	HSJ pg. 2-22 Rise of Lululemon, pg. 2	02_01: Strategy and Performance – Lecture Video 02_02: Walmart's competitive advantage – Case Video 02_03: Brazil – Film	Introduce yourself on the discussion board Start CapsimCore Training
Strategic Leadership	HSJ pg. 22-34 Strategic shift at Charles Schwab, pg. 25	03_01: Strategic Leadership – Lecture Video 03_02: Working Conditions at Walmart – Case Video 03_03: Meg Whitman	Review the CapsimCore support documents located on Canvas site under “getting started”
Governance and Ethics	HSJ pg. 348-377 Starbucks taking a stand on Social Issues, pg. 348	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 and ProctorU appointments Due: 1/18/18 at 5:00pm

<p>Forces within the Industry <i>Week 3: January 14</i></p>	<p>HSJ pg. 42-57 Circumventing Entry Barriers into the Soft Drink Industry, pg. 49</p>	<p>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</p>	
<p>Forces External to the Industry <i>Week 4: January 21</i></p>	<p>HSJ pg. 57-70 Price Wars in the Breakfast Cereal Industry, pg. 52</p>	<p>06_01: Forces External to the Industry – Lecture Video 06_02: Pharmaceutical Industry – Case Video 06_03: Disaster in the Gulf – Film</p>	<p>Practice rounds close 1/25/18 at 5:00pm</p>
<p>Competitive Advantage <i>Week 5: January 28</i></p>	<p>HSJ pg. 78-96 Southwest Airlines, pg. 78</p>	<p>07_01: Competitive Advantage – Lecture Video 07_02: Walmart's Bargaining Power Over Suppliers – Case Video 07_03: Zappos – Film</p>	<p>Select a strategy Due: 2/1/18 at 5:00pm</p>
<p>Building Blocks of Competitive Advantage <i>Week 6: February 4</i></p>	<p>HSJ pg. 96-104 Competitive Advantage at Zara, pg. 94</p>	<p>08_01: Building Blocks of Competitive Advantage – Lecture Video 08_02: Starbucks – Case Video 08_03: Spanx – Film</p>	<p><i>Proctored Case 1:</i> <i>Opens 2/4/18 at 1:00am</i> <i>Closes 2/7/18 at 5:00pm</i></p> <p><i>Competition round 1</i> <i>Closes 2/8/18 at 5:00pm</i></p> <p><i>Proctored Test 1</i> Covers all material under Topic A: Environment (Lectures 1-8) <i>Opens 2/11/18 at 1:00 am</i> <i>Closes 2/14/18 at 5:00pm</i></p>
<p>Functional Level Strategies <i>Week 7: February 11</i></p>	<p>HSJ pg. 109-126 Learning Effects in Cardiac Surgery, pg. 115</p>	<p>09_01: Functional Level Strategies – Lecture Video 09_02: Learning Effects in Cardiac Surgery – Case Video 09_03: Ryanair – Film</p>	<p>Competition round 2 closes 2/15/18 at 5:00pm</p>

<p>Functional Level Strategy <i>Week 8: February 18</i></p>	<p>HSJ pg. 126-139 Strategy - Pandora, pg. 119</p>	<p>10_01: Functional Strategies – Lecture Video</p> <p>10_02: Human Resource Strategy and Productivity at Walmart – Case Video</p> <p>10_03: Toyota Production System for Improving Efficiency and Quality – Film</p>	<p>Competition round 3 closes 2/22/18 at 5:00pm</p>
<p>Competitive Positioning <i>Week 9: February 25</i></p>	<p>HSJ pg. 146-166 IKEA, pg. 154</p>	<p>11_01: Competitive Positioning – Lecture Video</p> <p>11_02: Walmart's Business Model and Competitive Positioning – Case Video</p> <p>11_03: McDonald's CEO on the "McChallenges" ahead – Film</p>	<p>Competition round 4 closes 3/1/18 at 5:00pm</p>
<p>Firm Strategies in Mature Industries <i>Week 10: March 11</i></p>	<p>HSJ pg. 170-197 Crossing the Chasm, pg. 182</p>	<p>12_01: Firm Strategies in Mature Industries – Lecture Video</p> <p>12_02: Nike's Business- Level Strategies – Case Video</p> <p>12_03: Hyundai – Film</p>	<p><i>Proctored Case 2:</i> <i>Opens 3/18/18 at 1:00am</i> <i>Closes 3/21/18 at 5:00pm</i></p> <p>Competition round 5 closes 3/15/18 at 5:00pm</p>
<p>Strategies for Going Global <i>Week 11: March 18</i></p>	<p>HSJ pg. 239-261 Globalization at Starbucks, Pg. 239</p>	<p>13_01: Strategies for Going Global – Lecture Video</p> <p>13_02: Walmart's Global Expansion – Case Video</p> <p>13_03: A Global Brand: How VW Plans to Become Number One – Film</p>	<p><i>Proctored Test 2</i> <i>Covers all material from Lectures 9-12</i> <i>Opens 3/25/18 at 1:00am</i> <i>Closes 3/28/18 at 5:00pm</i></p> <p><i>Competitive round 6 closes</i> <i>3/22/18 at 5:00 pm</i></p>
<p>Choices and Entry Mode <i>Week 12: March 25</i></p>	<p>HSJ pg. 262-273 Evolving Strategy of Coca Cola, pg. 261</p>	<p>14_01: Choices and Entry Mode – Lecture Video</p> <p>14_02: IKEA - The Global Retailer – Case Video</p> <p>14_03: India – Film</p>	<p>Competition round 7 closes 3/29/18 at 5:00pm</p>
<p>Horizontal and Vertical Integration <i>Week 13: April 1</i></p>	<p>HSJ pg. 279-294 Walmart's experience in other retail formats, pg. 286</p>	<p>15_01: Horizontal and Vertical Integration – Lecture Video</p> <p>15_02: Walmart's Growing Chain of "Neighborhood Markets" – Case Video</p> <p>15_03: Barry Diller – Film</p>	

<p>Diversification <i>Week 14: April 8</i></p>	<p>HSJ pg. 308-328 LVMH, pg. 308</p>	<p>16_01: Diversification – Lecture Video 16_02: Diversification at 3M: Leveraging Technology – Case Video 16_03: Larry Page: Where’s Google Going Next? – Film</p>	
<p>Strategic Alliances and Alternative Entry <i>Week 15: April 15</i></p>	<p>HSJ pg. 294-303, 329-340 eBay, pg. 298</p>	<p>17_01: Strategic Alliances – Lecture Video 17_02: News Corp's Successful Acquisition Strategy – Case Video 17_03: GM – Film</p>	<p>Proctored Case 3 <i>Opens 4/22/18 at 1:00am</i> <i>Closes 4/25/18 at 5:00pm</i></p>
<p>Strategy and Structure <i>Week 16: April 22</i></p>	<p>HSJ pg. 384-419 Organizational culture at Lincoln Electric, pg. 412</p>	<p>18_01: Strategy and Structure – Lecture Video 18_02: How Sam Walton Created Walmart's Culture – Case Video 18_03: Howard Schultz – Film</p>	<p>Proctored Test 3: Covers all material from Lectures 13-18 <i>Opens 4/29/18 at 1:00am</i> <i>Closes 5/2/18 at 5:00pm</i></p>

Disclaimer: This syllabus represents 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.