

OFFICE HOURS:

UVALDE TU 3:00 PM-6:00 PM
EAGLE PASS WED 11:00 AM-6:00 PM
OR BY APPOINTMENT ANYTIME

I will be available by phone, e-mail or in my office to offer help on any subject related to the course. As we progress in the course, I may make changes to this syllabus to accommodate any particular subject area. In that sense, this syllabus is a guideline, not a contract.

Required Text:

Strategic Management: Test and Cases, 7e by Dess, Lumpkin, and Eisner. McGraw-Hill Irwin, ISBN 978-0-07-786252-7

1. Program Objectives:

1. Students will demonstrate an understanding of the key functions of business applying concepts from accounting, economics, finance, management, and marketing within the strategic management context.
2. Students will demonstrate effective written and oral communication skills producing a case assignment.
3. Students will demonstrate an understanding of legal and ethical issues within the context of business strategy
4. Student will demonstrate their understanding of how cultural, political, and economic differences shape the business environment.

2. Course Objectives:

1. Develop a general management orientation; being able to analyze broad, organization-wide problems. Understand the vital role of corporate governance and stakeholder management.
2. Describe how the forces in the competitive environment can affect profitability. Understand the scenario planning technique and its usefulness. Understand the concept of strategic groups and their strategy and performance implications.
3. Describe how value-chain analysis can help managers create value. Enumerate the benefits and limitations of SWOT analysis in conducting an internal analysis of the firm. Explain the four criteria that a firm's resources must possess to maintain a sustainable advantage.
4. Recognize the interdependence of attracting, developing, and retaining human capital. Understand the vital role of technology in leveraging knowledge and human capital.
5. Integrate the business skills students have already developed and knowledge students have obtained. In the immediate future this should give students a better understanding of how their position(s) relate(s) to the overall performance of the organization. Also, much of this course is structured to stimulate the job that many students may have or will have in the near future -- a staff manager responsible for helping to develop recommendations on the

strategic issues that face the organization.

6. Developing skills to solve the actual problems that today's organizations are experiencing.
3. **Assignments:** Selected questions, exercises and presentations will be assigned to help in the understanding of the course. Module assignments will serve as the basis for class discussion. Each student will be assigned a topic for which he/she will prepare a written document to be submitted through Safeassign in the Blackboard. The topics list can be found in the assignment content area of the Blackboard. Students are required to review the assignments guidelines which can be found in the course documents content area.
4. **Case Paper:** There will be a case assigned to each student for a semester research project.
5. **Exams:** There will be three exams during the semester. See class schedule below for details.

Note: It is a policy for this course that after the due date there will be no make-up or reposition for the work required; this policy includes homework, exercises, assignments, and exams. Participation in the course is mandatory. After 4 absences the student will be dropped with from the course.

1. Course Grading:

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|-------------|-------------------|
| Assignments | 100 points |
| Case Paper | 100 points |
| Exam 1 | 100 points |
| Exam 2 | <u>100 points</u> |
| Total | 400 points |

The projected cutoff point for A's, B's, C's, and D's is based on a 90%, 80%, 70%, and 60%, respectively.

CLASS SCHEDULE FOR MGMT 4317 STRATEGIC MANAGEMENT

| <u>Activity/Date</u> | <u>Topic</u> | <u>Chapter</u> | <u>Assignments and Exams</u> |
|----------------------|--|----------------|--|
| 1/ Aug 25 | Introduction. | | |
| 2/ Sep 2 | Analyzing Strategic Management Cases <ul style="list-style-type: none"> • How strategic case analysis is used to simulate real world experiences. • The steps involved in conducting a strategic management case analysis. | 13 | |
| 3/ Sep 9 | Strategic Management: Creating Competitive Advantage <ul style="list-style-type: none"> • Definition of strategic management and its four key | 1 | Case assignment available; begin your research and bibliography. |

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| | <p>attributes.</p> <ul style="list-style-type: none"> • The strategic management process and its three interrelated and principal activities. • The vital role of corporate governance and stakeholder management. • The importance of social responsibility. | | |
| 4/ Sep 16 | <p>Analyzing the External Environment of the Firm</p> <ul style="list-style-type: none"> • Importance of developing forecasts of the business environment • Usefulness of the scenario planning technique • Impact the general environment on a firm's strategy • How forces in the competitive environment affect performance. | 2 | <p>Case Assignment 1</p> <p>Submit assignment in the assignment content area of the Blackboard.</p> |
| 5/ Sep 23 | <p>Assessing the Internal Environment of the Firm</p> <ul style="list-style-type: none"> • Benefits and limitations of SWOT analysis. • Primary and support activities of a firm's value chain. • The resource-based view of the firm. • The usefulness of financial ratios analysis. | 3 | |
| Sep 30 | Exam 1 | 1-3 | |
| 6/ Oct 7 | <p>Recognizing a Firm's Intellectual Assets: Moving.....</p> <ul style="list-style-type: none"> • Importance of knowledge professionals and knowledge for the firm. | 4 | <p>Case Assignment 2</p> <p>Submit assignment in the assignment content area of the Blackboard.</p> |

| | | | |
|-----------|--|-----|---|
| | <ul style="list-style-type: none"> • The importance of social networks in knowledge management. • Importance of “virtual teams” in combining and leveraging knowledge. • The challenge of protecting intellectual property. | | |
| 7/ Oct 14 | <p>Business-Level Strategy: Creating and Sustaining Competitive Advantage</p> <ul style="list-style-type: none"> • Central role of competitive advantage • The three generic strategies: overall cost leadership, differentiation and focus. • How internet-enabled business models are used to improve strategic positioning. • The need for turnaround strategies. | 5 | |
| 8/ Oct 21 | <p>Corporate-Level Strategy: Creating Value through Diversification</p> <ul style="list-style-type: none"> • How managers can create value through diversification initiatives. • The use of related diversification • The use of unrelated diversification. • Managerial behavior that erodes the creation of value. | 6 | <p>Case Assignment 3</p> <p>Submit assignment in the assignment content area of the Blackboard.</p> |
| Oct 28 | Exam 2 | 4-6 | |
| 9/ Nov 4 | <p>International Strategy: Creating Value in Global Markets</p> <ul style="list-style-type: none"> • The importance of international expansion. • Motivation (benefits) and risks associated with | 7 | |

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|-----------------|---|-----|--|
| | <p>international expansion.</p> <ul style="list-style-type: none"> • The four basic strategies: international, global, multidomestic, and transnational. • The two opposing forces firms face when entering international markets: cost reduction and adaptation to local markets. | | |
| 10/ Nov 11 | <p>Entrepreneurial Strategy and Competitive Dynamics</p> <ul style="list-style-type: none"> • The role of new ventures and small businesses in the U.S. economy. • Three types on entry strategies: • Pioneering, imitative, and adaptive. • Components of competitive dynamics analysis. | 8 | <p>Case Assignment 4</p> <p>Submit assignment in the assignment content area of the Blackboard</p> |
| 11/ Nov 18 | <p>Strategic Control and Corporate Governance</p> <ul style="list-style-type: none"> • The value of effective strategic control systems. • Benefits of having proper balance between: culture; rewards and incentives; and, boundaries. • Key participants in corporate governance. • Role of corporate governance in aligning stakeholder's interests. | 9 | <p>Case Assignment 5</p> <p>Submit assignment in the assignment content area of the Blackboard</p> |
| Nov 25 Dec 2 | | | <p>Submit completed Case assignment</p> <p>Submit assignment in the assignment content area of the Blackboard</p> <p>Project Presentation Assignment</p> |
| Dec 9 | Final | 7-9 | |

