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Office Hours:
Tuesdays and Thursdays, 11:30AM – 1:00PM and
4:00-4:30PM (appointment preferred)

MGMT 304H, Section 101

STRATEGIC MANAGEMENT

Spring Semester 2014, Tuesdays & Thursdays 2:30 – 3:45 PM, Maguire 360

Catalog Description

Prerequisites: Senior standing; minimum grade of "C-" in MGMT 201 or MGMT 201H, MARK 201 or MARK 201H, FINC 332 or FINC 332H, and OPMG/ISOM 332 or OPMG 332H; restricted to SBA honors students.

This is a capstone course that analyzes the responsibilities of general management in formulating, communicating and implementing a strategic plan. Through case studies, the course applies the principles of strategic analysis to business situations so as to integrate all of the core courses in the undergraduate business program.

Outcomes: Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole. Students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the competitive challenges of the market environment.

Course Overview

Strategic Management is the capstone course for the Loyola undergraduate business administration degree, and is also a bridge to working responsibly and effectively in the real
world. It is first and foremost a course about strategy and about managing for success. The course centers around the theme that a company achieves sustained success if and only if its managers (1) have an astute, timely strategic game plan for running the company and (2) implement and execute that plan with proficiency. We shall explore in some depth how and why a well-conceived and well-executed strategy nearly always enhances a company's long-term performance.

This is a "big picture" course in that it integrates much of the knowledge that you have gained in the core business curriculum. It is designed to improve your skills as a general manager, i.e., someone responsible for an entire organization or strategic business unit. A general manager must integrate the various functions of an enterprise by overseeing the formulation, implementation, review and revision of an organizational strategy that is both desirable (in terms of stakeholder values) and feasible (in terms of the external environment and organizational resources). The skills needed to fulfill those responsibilities include analyzing and understanding the organization as a whole; integrating business philosophy and practice; working with and through other people; and learning from experience. Strategic Management provides each student with the opportunity to improve his or her skills in these areas through the following methods:

1. Learning strategic management concepts via readings in the main textbook and lectures/class discussions about the processes and challenges of strategic management.

2. Strategic analysis of real organizations by reading, analyzing, reflecting upon and discussing assigned cases to: (a) identify and understand past strategic choices and the ramifications of those choices; (b) identify current choices available to the organization and analyze the impact of those decisions on key stakeholders; and (c) develop and defend strategic recommendations for possible adoption by the organizations studied.

3. Strategic management of a simulated firm. Student teams play an online game in which they manage firms in a competitive environment (the competition is with other student teams) by formulating, implementing, reviewing and revising company strategy over a number of years of operation.

**Course Objectives and Learning Outcomes**

1. To develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy and its opportunities for gaining a sustainable competitive advantage.
2. To build your skills in conducting strategic analysis in a variety of industries and competitive situations and to provide you with a stronger understanding of the competitive challenges of the market environment.

3. To provide you with the tools needed to take a certain set of facts, analyze the situation using the concepts of strategic management and make effective recommendations as to a particular course of action.

4. To give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using "what-if" analysis to evaluate action alternatives and making sound strategic decisions.

5. To integrate the knowledge gained in earlier core business courses, show you how the various pieces of the business puzzle fit together and demonstrate why various portions of a business need to be managed in strategic harmony for the organization to operate in a winning fashion.

6. To make you more conscious about the importance of company culture, exemplary ethical principles, sound personal and company values and socially responsible management practices.

**Required Materials**


*Glo-Bus* ([www.glo-bus.com](http://www.glo-bus.com))

- Students will subscribe online and the fee is $42.95.
- We will discuss this during the initial weeks of class.
Course Requirements and Grading Criteria

1. Attendance at all class sessions is expected. Please email me if a circumstance beyond your control will prevent you from attending class.

2. Active, useful and regular contribution to discussions in class. This requires students to be well prepared through reading and considering the assigned readings and/or case studies prior to class and participating constructively during class discussions. Students can be expected to be called on (and graded) for original and meaningful contributions to class discussions. Quality of class participation in terms of relevant and original analysis is more important than its quantity.

3. Engaged, useful and dependable participation in his or her Glo-Bus simulation team. This includes attendance at team meetings outside of class, and constructive contributions to the team’s analysis, decisions and oral and written reports. Individual performance is evaluated by team members.

4. A midterm exam, two written case papers, and a final paper – all of which will require application of the course concepts to particular strategic problems.

Class Participation and Engagement 5%

Game 30%

- Game Quiz #1 (5%)
- Game Quiz #2 (5%)
- Initial Strategic Plan (15%)
- Implementation and revision of strategy during game (30%)
- Final Written Report (30%)
- Final Oral Report (15%)

Midterm Examination 20%
Written Case #1 10%
Written Case #2 10%
Final Paper 25%

*No extra credit available
Course Grading Scale:

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<th>Score Range</th>
<th>Grade</th>
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<tr>
<td>93-100</td>
<td>A</td>
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<tr>
<td>90-92</td>
<td>A-</td>
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<tr>
<td>87-89</td>
<td>B+</td>
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<td>83-86</td>
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<tr>
<td>60-66</td>
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<td>0-60</td>
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Quinlan School of Business Policies:

Attendance

Class attendance and participation are fundamental components of learning, so punctual attendance at all classes, for the full class meeting period, is expected of Quinlan students.

Faculty may set participation policies unique to their courses and use class participation as a component of the final grade.

The student is responsible for any assignments or requirements missed during an absence.

- **Attendance:** It’s my expectation that you attend every class. Please email me in advance if you have a personal or university-related conflict.
- **Arriving late/leaving early:** Please do your best to arrive and leave class on time. However, if you must arrive late/leave early – please do so in a courteous manner. Technology is great as long as it doesn’t disrupt class (mobile phones, laptops, etc.)

Make-Up Examinations

Loyola University academic policy provides that tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believe examinations represent a critical component of student learning, required examinations should be taken during the regularly scheduled class period. **Make-up**
examinations are discouraged. Exceptions may be granted only by the faculty member or department chair, and only for unavoidable circumstances (illness verified by a signed physician’s note, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, or religious observance). A make-up final examination may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

If a make-up examination must be given, it is the responsibility of the faculty member to prepare, schedule, and proctor the exam. The only regular exception is for a student athlete, who may use the testing services of the Athletics Department to complete a make-up examination. For a student with a documented special testing need, please consult University policy concerning use of the testing center in Sullivan Center at Lake Shore Campus.

Academic Integrity

All members of the Quinlan School shall refrain from academic dishonesty and misconduct in all forms, including plagiarism, cheating, misrepresentation, fabrication, and falsehood…Plagiarism or cheating on the part of the student in individual or group academic work or in examination behavior will result minimally in the instructor assigning the grade of “F” for the assignment or examination. In addition, all instances of academic dishonesty must be reported to the chairperson of the department involved.

For further information about expectations for academic integrity and sanctions for violations, consult the complete Quinlan School of Business Honor Code and Statement of Academic Integrity on the Quinlan website: 
<table>
<thead>
<tr>
<th>Week</th>
<th>Week of</th>
<th>Assignment/Activity</th>
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| 1    | Jan 14  | Orientation and Course Overview  
Chapter 1 – What Is Strategy and Why Is It Important? |
| 2    | Jan 21  | Chapter 2 – Charting a Company’s Direction  
Introduction to Glo-Bus:  
Review registration and website ([www.glo-bus.com](http://www.glo-bus.com))  
Read the player’s guide ([www.glo-bus.com](http://www.glo-bus.com))  
Discuss group norms |
| 3    | Jan 28  | Chapter 5 – Five Generic Competitive Strategies  
Selection of Glo-Bus teams (**no later than Jan 28**)  
Complete Glo-Bus Quiz #1 (**no later than Jan 28**)  
Glo-Bus Group Norms due (**no later than Jan 30**)  
Strategic plan guidelines discussion/handout |
| 4    | Feb 4   | Chapter 4 –  
Evaluating a Company’s Resources, Capabilities and Competitive Position  
First of two Glo-Bus Trial Runs due (**Feb 4 by midnight**)  
Complete Glo-Bus Quiz #2 (**no later than Feb 4**) |
5 Feb 11  Chapter 3 – Evaluating a Company’s External Environment
Chapters 6-9: *highlighted items - not entire chapter*
Second of two Glo-Bus Trial Runs due (Feb 11 by midnight)
Glo-Bus Strategic Plan due (Feb 11)
Case/Reading #1

6 Feb 18  Discussion of midterm
Case/Reading #2
Written Case #1 – Due Feb 18
Glo-Bus Decision due (Feb 18 by midnight)

7 Feb 25  Midterm – Feb 25
No class - Feb 27
Glo-Bus Decision due (Feb 27 by midnight)

8 March 4  Spring Break

9 March 11  Chapter 10 –
Building an Organization Capable of Good Strategy Execution
Discuss written case analysis assignment
Glo-Bus Decision due (March 11 by midnight)

10 March 18  Chapter 11 – Managing Internal Operations
Glo-Bus Decision due (March 18 by midnight)
March 25  Case/Reading #3
Glo-Bus Decision due (March 25 by midnight)
BSG Midgame Peer Evaluation due (March 25 by midnight/online)
Glo-Bus Decision due (March 28 by midnight)

April 1  Chapter 12 – Corporate Culture and Leadership
Case/Reading #4
Glo-Bus Decision due (April 1 by midnight)

April 8  Case/Reading #5
FINAL Glo-Bus Decision due (April 8 by midnight)

April 15  Written Case #2 Due - April 15
No class April 17

April 22  Group Written Reports Due – April 22
Group Oral Presentations Continue – April 22 and 24
Final Glo-Bus Peer Evaluation (in class/not online)

Final Paper Due:  May 2 no later than 1:00 PM via email

Please note:  This class may occasionally deviate from the course outline above. The instructor reserves the right to make changes as needed to the course syllabus.