MGMT 304, Section 101

STRATEGIC MANAGEMENT

Fall Semester 2014, Tuesdays & Thursdays 2:30-3:45 PM, CLC 421

Catalog Description

Pre-requisites: MGMT 201, MARK 201, FINC 332, OMPG/ISOM 332 with grades of C- or better. Senior standing or above.

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. Two exams and a written case analysis – both of which will require application of the course concepts to particular strategic problems.

| Class Participation and Engagement          | 5% |
| Glo-Bus Simulation                          | 30% |
|   • Game Quiz #1 (5%)                      |    |
|   • Initial Strategic Plan (10%)           |    |
|   • Implementation and revision            |    |
|     of strategy during game (30%)          |    |
|   • Final Written Report (35%)             |    |
|   • Final Oral Report (20%)                |    |
| Midterm Examination                        | 25% |
| Written Case Analysis                      | 15% |
| Final Examination                          | 25% |

*No extra credit available*
Course Grading Scale:

93-100  A  
90-92   A-  
87-89   B+  
83-86   B   
80-82   B-  
77-79   C+  
73-76   C   
70-72   C-  
67-69   D+  
60-66   D   
0-60    F  

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.

- See “Class Participation and Engagement”

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.

# Mgmt 304 - Weekly Course Outline

<table>
<thead>
<tr>
<th>Week</th>
<th>Week of</th>
<th>Assignment/Activity</th>
</tr>
</thead>
</table>
| 1    | Aug 26  | Orientation and Course Overview  
Chapter 1 – What Is Strategy and Why Is It Important? |
| 2    | Sept 2  | 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  
Selection of Glo-Bus teams (**Sept 4**) |
| 3    | Sept 9  | Chapter 5 – Five Generic Competitive Strategies  
Complete Glo-Bus Quiz #1 (**Sept 9**)  
Glo-Bus Group Norms due (**Sept 9**)  
Strategic plan guidelines discussion/handout |
| 4    | Sept 16 | Chapter 4 –  
Evaluating a Company’s Resources, Capabilities and Competitive Position  
First of two Glo-Bus Trial Runs due (**Sept 16 by midnight**) |
5  Sept 23  Chapter 3 – Evaluating a Company’s External Environment
Second of two Glo-Bus Trial Runs due (Sept 23 by midnight)
Glo-Bus Strategic Plan due (Sept 23)
Case/Reading #1

6  Sept 30  Discussion of midterm
Glo-Bus Decision due (Sept 30 by midnight)

7  Oct 7  No class/Fall Break – Oct 7
Midterm – Oct 9
Glo-Bus Decision due (Oct 9 by midnight)

8  Oct 14  Case/Reading #2
Glo-Bus Decision due (Oct 14 by midnight)

9  Oct 21  Chapter 10 –
Building an Organization Capable of Good Strategy Execution
Discuss written case analysis assignment
Glo-Bus Decision due (Oct 21 by midnight)
10 Oct 28  Chapter 11 – Managing Internal Operations
Glo-Bus Decision due (Oct 28 by midnight)
Glo-Bus Midgame Peer Evaluation due (Oct 28 by midnight/online)

11 Nov 4  Case/Reading #3
Glo-Bus Decision due (Nov 4 by midnight)

12 Nov 11  Chapter 12 – Corporate Culture and Leadership
Case/Reading #4
Glo-Bus Decision due (Nov 11 by midnight)

13 Nov 18  Case/Reading #5
Written Case Analysis due (Nov 18)
FINAL Glo-Bus Decision due (Nov 18 by midnight)

14 Nov 25  All Group Written Reports due Nov 25
Group Oral Presentations Begin – Nov 25
No class Nov 27 - Thanksgiving

15 Dec 2  Group Oral Presentations Continue – Dec 2 and 4
Discussion of Final Examination
Final Glo-Bus Peer Evaluation (in class/not online)

Final Exam: December 11, 9:00-11:00 a.m.

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.