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Office Hours by appointment please:

Wednesday – 8:30a.m. – 3:30p.m.

MGMT 304H - Class #2576 – Strategic Management
Spring Semester 2018
Class Schedule: T, TH 2:30- 3:45 p.m.
Corboy - Room #421

Catalog Description

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.

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

REQUIRED Materials

1. NEW Textbook: Concepts and Cases, Thompson 21e (*Professor Kielb Selected Chapters and Business Cases*) ONLY available at Loyola Bookstore

STUDENT PURCHASE OPTIONS:

E-book: ISBN 9781307153767

or

Soft cover book: ISBN 9781307153712

2. Glo-Bus Simulation – On-line ordering instructions discussed in class – Cost \$44.95/student

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. 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 first and foremost a course about "strategy" and about "managing for success". The course centers on 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.

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). Strategic Management provides each student with the opportunity to improve his or her skills in these areas through the following methods:

1. Learn strategic management concepts via readings in the course 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 business 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. Students play a TEAM computer simulation in which they manage firms in a competitive environment by formulating, implementing, reviewing and revising company strategy over seven years of operation.

<u>Computation of Grade</u>	<u>Points</u>	<u>% of Grade</u>
Test #1 - Chapters 1, 2, 5 (individual grade)	50	10%
Test #2 - Chapters 3, 4, 6 (individual grade)	50	10%
Test #3 - Chapters 7, 8 (individual grade)	35	7%
4 Focused Business Cases (individual grade)	160	36%
3 Non-Focused Business Cases (individual grade)	30	6%
Glo-Bus Simulation (team grade)		
Initial Strategic Plan - Year 6+7 - PP format	50	10%
Simulation - Strategy Implementation - 6 rounds	75	15%
Final Strategic Plan & Oral Presentation - PP format	50	10%
TOTAL POINTS	500	100%
<u>Glo-Bus Simulation</u>		
Extra Credit Points – Glo-Bus Practice Round 6 (1 st place in each Industry)	5 Points	
Extra Credit Points – Glo-Bus Practice Round 7 (1 st place in each Industry)	5 Points	

Course Objectives & 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.

Course Requirements

1. **Active and regular verbal contribution to class discussions.** This requires that students be well-prepared by having read and analyzed assigned readings and/or business cases prior to class.
2. **Business Simulation** - Active, useful and dependable participation on the team. This includes attendance at team meetings outside of class, and constructive contributions to the team's in-year analysis, decisions, and oral and written reports. Individual performance will be evaluated by team members at the end of the simulation. Failure to contribute as a team member to the Business Simulation will result in a reduction of up to 1 full letter grade in the simulation which is 40% of the course grade.
3. **Late Assignments – After grading content, the assignment will be reduced by 20% if received within 24 hours after the due date. Assignments received thereafter will receive zero points.**
4. **No student requested extra credit assignments are permitted.**

Course Grading Scale

A	100-94%
A-	93-90%
B+	89-87%
B	86-83%
B-	82-80%
C+	79-77%
C	76-73%
C-	72-70%
D+	69-67%
D	66-60%
F	59% and below

NO GRADE ROUNDING UP FOR FINAL GRADE

Quinlan School of Business Policies:

Attendance and Class Etiquette:

Students are expected to attend all classes, on time and for the duration of each class. If a student must miss class, notify me by email prior to the class to be missed to validate an excused absence.

As a courtesy to the instructor and to the class members, cell phones must be placed in mute or vibrate mode during the class. Critically important calls should be taken outside of the classroom. Please inform me upfront of the class start of known critically important phone calls that you will be stepping out to take.

Quinlan School of Business Policy on Make-Up Examinations

Loyola University academic policy provides the tests or examinations may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believes 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 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 observances). A make-up 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 the student – athlete, who may use the testing services of the Athletic Department to complete a make-up examination. Students with documented special testing needs will be accommodated.

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:

<http://www.luc.edu/media/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-July2012.pdf>

Week by Week Course Activity Outline

Weeks / Dates	Week's Topics	Week's Agenda
Week 1 Jan. 16 & 18	Course Overview Strategy & Business Models Org. Values and Objectives Intro. To Team Simulation	Course Syllabus / Introduction - Jan. 16
		Chapter 1 Lecture - Jan 16 & 18
		Glo-Bus Team Name + Registration - Jan. 18
		Glo-Bus Simulation - TA Intro #1 - Jan. 18
Week 2 Jan. 23 & 25	Vision/Mission/Objectives Competitive Advantage Winning the Team Simulation Practicing Team Simulation	Chapter 2 & 5 Lecture - Jan. 23
		Glo-Bus Simulation - TA Intro #2 - Jan. 23
		Glo-Bus - Meetings with Prof./TA - Jan. 25
		Glo-Bus Simulation - Practice #1 - Jan. 24
Week 3 Jan. 30 & Feb. 1	The 5 Generic Business Strategies Practicing Team Simulation	Chapter 5 Lecture
		Business Case Discuss #1 - Costco
		Glo-Bus Simulation - Practice Rd. #2 - Jan. 31
Week 4 Feb. 6 & 8	Glo-Bus Strategic Plan	Test #1 - Chapters 1, 2, 5 - Feb. 8
		Glo-Bus Simulation Yr. 6 - DUE Feb. 7
		Glo-Bus Initial Strategic Plan - DUE Feb. 7
Week 5 Feb. 13 & 15	Understanding Impact of External Environmental Forces	Chapter 3 Lecture - Feb. 15
		Business Case Discuss #2 - Under Armour
		Glo-Bus Simulation Yr. 7 - DUE Feb. 14
Week 6 Feb. 20 & 22	The 5 Competitive Forces of Competition	Glo-Bus - Meet with Prof./TA - Feb. 20
		Glo-Bus Simulation Yr. 8 - DUE Feb. 21
Week 7 Feb. 27 & Mar. 1	Evaluating a Company's Capabilities, Resources & Competitiveness	Chapter 3 & 4 Lecture - Feb. 27
		Business Case Discuss #3 – Uber
		Glo-Bus Simulation Yr. 9 - DUE Feb. 28
Week 8 OFF SPRING BREAK		

Weeks / Dates	Week's Topics	Deliverables
Week 9 Mar. 13 & 15	Strengthening a Company's Competitive Position: Competitive Moves & Timing	Chapter 4 & 6 Lecture – Mar. 13
		Business Case Discuss #4 – Panera Bread
		Glo-Bus Simulation Yr. 10 - DUE Mar. 14
Week 10 Mar. 20 & 22	The Company's Scope of Operations	Chapter 6 Lecture – Mar. 20
		Business Case Discuss #5 – Tesla Motors
		Glo-Bus Simulation Yr. 11 - DUE Mar. 21
Week 11 Mar. 27 Mar. 29 OFF		TEST #2 - Chapters 3, 4, 6 – Mar. 27
Week 12 April 3 & 5		Business Case Discuss #6 - Southwest Airlines
		Glo-Bus Team Oral Presentations (5) April 5
		Glo-Bus Final Strategic Plan - DUE April 5
Week 13 April 10 & 12	Strategies for Competing in International Markets	Chapter 7 Lecture - April 10
		Glo-Bus Team Oral Presentations (5) April 12
Week 14 April 17 & 19		Chapter 7 Lecture - April 17
		Glo-Bus Team Oral Presentations (6) April 17
Week 15 April 24 & 26	Diversification and the Multi-Business Operation Related Bus. Expansion Unrelated Bus. Expansion	Chapter 8 Lecture - April 24
		Business Case Discuss #7 - United Way NP
Finals Week April 30 - May 5		TEST #3 - Chapters 7 & 8 -Date TBD