

**North Dakota State University
College of Business**

Business 489: Strategic Management. Spring 2012, 4 credits

Class times: 1:00 – 2:45pm, TuThu
Room: Barry 126

Instructor: Derek Lehmborg email: Derek.Lehmborg@ndsu.edu
Office hours: Wed 2:00 – 3:00pm
Office: Barry 344 Phone: 231-8529

Course Description

This course requires the student to analyze complex strategic business issues, integrating knowledge of business functions and cross-functional business principles through classroom discussion and written and oral case studies. It is a capstone course for Accounting, Business Administration, and Management Information Systems majors.

Prerequisites are: FIN 320, MGMT 320, MRKT 320, Senior Standing.

Co-requisite: BUSN 439

Course Objectives

My primary objective is for you to learn to think about strategy like a general manager, analyst, or adviser to top management would. More specifically, this means to:

- Demonstrate the ability to analyze the external environment the organization operates in, including socio-cultural, political, legal, technological, and economic aspects.
- Demonstrate an understanding of how the organizational activities contribute to the firm's ability to create value through its product and service offering in the marketplace.
- Demonstrate the ability to analyze the role and importance of functional areas contributing to strategic decision-making.
- Demonstrate the ability to manipulate quantitative data and understand its implications on strategic decision-making.
- Demonstrate the ability to apply the tools, concepts, frameworks used in strategic management to analyze, formulate, evaluate, and recommend strategic actions.
- Demonstrate the ability to identify relevant information for use in strategic analyses at the firm and industry levels to enhance decision-making.
- Develop an appreciation of the degree and nature of complexity, uncertainty, and ambiguity inherent in strategic issues.

- Develop an understanding the impact of governance mechanisms, organizational values, and leadership on strategy formulation and implementation.

Skill Development

Through participation in this course, I expect you to further develop your general skills. Specifically, to:

- Practice critical thinking and analytical thinking skills.
- Demonstrate the ability to develop and deliver effective oral presentations.
- Practice working effectively in groups. (See code of conduct below).

Required Texts

You are expected to read the textbook and cases. You will be responsible for the material in the chapters covered in class.

1. Strategic Management: Competitiveness and Globalization – Concepts (9th Edition) by Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson.
2. Case supplement available at the NDSU Bookstore

Note: Other readings may be assigned at a later date.

Attendance

Attendance is mandatory. You are responsible for material covered in class even if it is not in the readings. To understand and learn from case studies and other class activities, you must be present and participating in class – simply reading the case cannot provide a substitute.

I track attendance, and deduct points from the overall grade in cases where students have poor attendance records. If you miss a large number of classes, your total may go down by a full letter grade from what it otherwise would have been.

If you have a legitimate reason you will be unable to attend a class meeting, including university sanctioned activities or serious illness, please contact me in advance.

Use of laptop computers

Laptops are banned from lectures and case discussions in this course. Laptop use in class is permissible for group work and presentations only. If you have extremely bad handwriting or some other situation that prevents you from taking notes by hand, please consult me.

Class Participation

Your class participation is an important part of learning in this course, and will be graded. Your participation **score starts at zero** and increases with comments you make.

Participation does not mean just coming to class, but rather taking an active role in class discussion. I expect you to ask and answer questions and make relevant comments during class sessions. Voluntary participation is encouraged,

but from time to time I will cold call on you. I don't expect you to contribute each day, but you should build a presence in the class over the term.

Talking a lot in class will *not* guarantee you a top participation score, because the *quality and nature* of the comment matters. For example, comments that merely restate facts already discussed without additional analysis add little to the discussion. On the other hand, comments that build the analysis or reorganize or reinterpret facts already discussed in a way that moves the discussion forward are highly valuable.

I want you to feel comfortable talking about your views on the topic at hand. It is **perfectly normal** to change your mind about a topic as it is discussed and debated. For this reason, I do not expect you to take consistent views – as you learn you should be free to change your mind on things.

Discussions of strategy, in particular case studies, should include an element of debate. This is healthy; *however, criticizing other students instead of ideas being discussed will not be allowed.*

To help me accurately grade your participation, you should use your name card in all sessions. I will also take your photograph.

When you wish to participate, always raise your hand before speaking. I do not appreciate having students yell out comments out of the blue as it can be hard for me to tell who is making the comment or wishes to enter the discussion. Class participation is especially important when we do case studies, and therefore case sessions will count double the amount of non-case sessions. *My goal is that everyone participates at least once in at least half of the case discussions.*

REMEMBER, IF YOU DO NOT PARTICIPATE AT ALL IN THIS COURSE, YOU MAY RECEIVE A ZERO FOR YOUR PARTICIPATION SCORE (e.g., 0/30 points)!

Professionalism

I expect you to behave in class as if you were in a professional organization. Lateness, inappropriate usage of cell phones or laptop computers, coming to class unprepared, or disrupting the class in other ways will be noted and may result in reductions to your overall score. Depending on the frequency and severity of unprofessional behavior, the impact can be substantial.

Exams

There will be a one mid-term and one final exam. The mid-term will include all material covered up to that point unless I state otherwise. The final will be comprehensive and cover material in the entire course.

Quizzes and other graded exercises

At my discretion, I may conduct quizzes at any point in the course or assign other graded exercises. There will be no makeup quizzes.

Together, these exercises will be worth a maximum of 70 points. I will drop your lowest score amongst these exercises and total the remaining scores to obtain your raw score. Finally, the raw score will be adjusted by a multiplier so that 100% = 70 points.

Group Activities and Group Project

You will be assigned to a group for in class activities as well as for the group project. How well your group functions and performs depends on the ability of you and your other group members to respect each other and work together. *You are expected to follow the group member code of conduct below*, in order to facilitate the learning process.

As part of this course, I will assign a group project. The purpose of the project is to have you apply the tools and concepts we study in class to a firm's real life situation. A more detailed description of the project will be made later in the term.

The grades for the group project include several components. I will grade the interim presentations, the overall final presentation by the group, and the individual presentation performance. Your classmates will grade each group's performance in the final presentation. Your group mates will evaluate your contribution inside your group. Details of how these will be performed will be explained later in the course. The weights of these are included in the grading section below.

Group member code of conduct

Group members are expected to do the following:

- Demonstrate respect for the opinions and efforts of your fellow team members
- Take responsibility for performing individual tasks as agreed to by your group
- Value a team climate that supports cooperation and the importance of being a fair team contributor

Tentative Schedule

Date	Day	Plan
1/10/12	Tuesday	Course introduction and Chapter 1
1/12/12	Thursday	" "
1/17/12	Tuesday	" "
1/19/12	Thursday	Chapter 2: Environmental Segments
1/24/12	Tuesday	IMAX case
1/26/12	Thursday	Chapter 2: 5 Forces
1/31/12	Tuesday	" "
2/2/12	Thursday	Cola Wars case
2/7/12	Tuesday	Chapter 3: RBV
2/9/12	Thursday	Chapter 3. Value Chain
2/14/12	Tuesday	Starbucks Case
2/16/12	Thursday	Ch. 4. Business level strategies
2/21/12	Tuesday	Group presentation I
2/23/12	Thursday	Group presentation I / Chapter 5
2/28/12	Tuesday	Chapter 5. WestJet case
3/1/12	Thursday	Mid-term exam
3/6/12	Tuesday	Ch. 6 Corporate level strategy
3/8/12	Thursday	Lonrho / Lonmin case
3/13/12	Tuesday	Spring break
3/15/12	Thursday	Spring break
3/20/12	Tuesday	Disruptive innovation
3/22/12	Thursday	Group presentation II
3/27/12	Tuesday	Group presentation II / making effective business presentations
3/29/12	Thursday	Ch. 7. M&A strategy
4/3/12	Tuesday	Newell case
4/5/12	Thursday	Ch. 8. International strategy
4/10/12	Tuesday	Ruth's Chris case
4/12/12	Thursday	Group final presentations
4/17/12	Tuesday	Group final presentations
4/19/12	Thursday	Review of presentations -- options for improving
4/24/12	Tuesday	Ch. 9. Cooperative strategies
4/26/12	Thursday	Ch. 10. Governance / Sunbeam case
5/1/12	Tuesday	Ch. 11. Organization structure
5/3/12	Thursday	Review / wrap up session

Exam dates

Mid-term exam: Thursday, March 1.

Final exam: Thursday, May 10, 3:15pm – 5:15pm

Grading

Your performance in this course is the result of your day-to-day efforts such as attending and participating in class, doing the readings in a timely manner, reviewing the areas you do not understand or remember well, and working with your group. If you feel you are not performing as well as you want in this course, please feel free to consult me. *If you wait until the end of the course to become concerned with your grade, it will probably be too late for you to be able to improve it substantially.*

While I am perfectly happy to give you my thoughts on how to improve your performance in the course, I do not welcome requests for a grade, like “Can’t you curve it so I can get a B?” I have specific evaluation criteria in this course that I apply across all students – I am unwilling to play favorites or bend the rules.

Scores used in grading will be determined as follows:

	<u>Max Points</u>
Quizzes, Assignments	70
Mid-term Exam	60
Final Exam	90
Group Project – Interim presentations	20
Group Project - Final presentation (group)	75
Group Project – Evaluation <i>by the rest of the class</i>	15
Group Project – Final presentation individual performance	20
Group Project – Individual contribution <i>graded by group member peers</i>	20
Individual Participation	30
Total possible points	400

Possible deductions	<u>Max deduction</u>
Professionalism issues	20
Poor attendance	40

Typically, I expect to assign letter grades based upon the scale as shown below. However, depending on results, I may put the final grades on a curve to ensure a healthy distribution between the different grades.

Letter Grade	A	B	C	D
Percentage of Possible Points	100 - 90%	89 - 80%	79 - 70%	69 - 60%

Grade Dispute Policy

If you believe a mistake has been made in marking or tabulating your grade, please contact me in writing with an explanation of the question or concern you have. I will review it, or depending on the circumstance, set up a meeting to discuss it with you further.

Changes to this syllabus

This syllabus is essentially a plan and not a contract. I reserve the right to make changes to the schedule, assignments, and grading herein. It is not unusual for me to change the schedule based upon our progress, school closings due to weather, etc.

Audio / video recording

I may record class sessions, including group presentations, in order to assess participation and presentations. Videos may be viewed by myself and/or other employees of NDSU. Should I make group presentation recordings, I may make them available to the groups for feedback.

Special Accommodations

If you have disabilities or other special needs, please share your concerns or requests with me early on in the course.

Academic Honesty

All work in this course must be completed in a manner consistent with NDSU University Senate Policy, Section 335: Code of Academic Responsibility and Conduct (<http://www.ndsu.nodak.edu/policy/335.htm>).