

Syllabus
Management 495-Competitive Strategy
Fall Semester 2012 University of Illinois at Chicago
2:00 pm – 3:10 pm—Monday, Wednesday, Friday, SH 220
Course Begins: August 27, 2012 – December 7, 2012

Instructor:	James W. Cooper, Jr., MBA, PhD (ABD)	Office: UH2115
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(Note: Do not e-mail assignments. Assignments are to be submitted through Blackboard or in class).

Course Description and Objectives:

Why do some organizations achieve their objectives, grow, and attract resources while others stagnate, become insolvent, or succumb to hostile takeovers? An answer can be found in the subject matter of this course, which is strategic management and the advantages that accrue to organizations that think and act strategically. Our perspective is that of the general manager, responsible for the performance of the total organization.

This perspective requires viewing the corporation as a whole and analyzing its relationship with the environment and with other organizations. It will involve integrating the knowledge you have learned in the different functional areas of business such as accounting, finance, marketing, management, and economics.

Effectively integrating the activities of these functional areas requires developing a clear sense of the firm's mission, objectives, and strategies to enhance the organization's performance. To do this, managers must rely heavily on conceptual and analytical skills. Case analysis will be used to provide you with opportunities to analyze, select, articulate, and defend strategic decisions.

Course Learning Objectives:

- Each student should be able to analyze the competitive situation facing a firm and isolate potential sources of competitive advantage and disadvantage.
- Each student should be able to apply analytical techniques from finance, accounting, organizational behavior, marketing, economics and related disciplines.
- Each student should be able to persuasively communicate his or her analytical conclusions, both verbally and in writing.
- Each student should develop the ability to view the corporation as a whole and to appreciate the responsibilities and potential power of top executives.

Course Text:

Strategic Management, Dess., Lumpkin, Eisner, McNamara, 6th edition, 2012, McGraw-Hill/Irwin, ISBN 0078029317.

Customized Casebook is included with book purchase.

Grading:

Group		
Presentation		15%
Industry Analysis		15%
Mid-Term Exam #1		15%
Discussion Questions (Blackboard)		15%
Individual		
Class Participation		5%
Mid-Term Exam #2		15%
Final Exam		20%
Total		----- 100%

Assignment of the final letter grade will be determined by the following scale:

Grading Scheme	
A	90% and over
B	80% to 89.9%
C	70% to 79.9%
C	60% to 69.9%
F	below 60%

EXAMS:

The class has three exams. Exams will cover specific chapters. **Only the Final Exam is comprehensive.** The exam may be comprised of a combination of true/false, multiple choice or essay questions. A make-up exam will be given only if a student cannot attend for a valid university-excused reason. And, then, only if the student calls or e-mails the instructor in advance.

CLASS PARTICIPATION:

A significant part of the learning in MGT 495 takes place through class discussions, activities, group breakaways, and impromptu mini presentations. Students should prepare each assigned chapter and case before coming to class.

There is often a misconception about what it means to have prepared a case or reading for class. Certainly, a requirement is to have read the material and mastered the basic facts. However, facts by themselves are rather boring. In addition to mastering the facts, students should engage in a strategic analysis, attempting to understand how the facts in an assignment affect a competitive situation. In preparing the cases for discussion, students are encouraged to work in teams.

In addition to discussing cases and readings covered in class, students are expected to participate on the days when cases are presented orally by other teams. Participation on these days is defined in terms of asking questions and offering comments at the end of the presentations as well as **attendance at all presentations.**

The class participation grade will be determined by the quality and quantity of class participation (see last page of this syllabus for participation definitions). Failure to attend class will affect the participation grade, particularly on the days when there is a guest speaker or group presentations. . Therefore, your grade will suffer if you choose to miss a presentation, or any class period.

GROUP PRESENTATIONS AND CASE REPORT:

Students will form teams for group work. Each team will be randomly assigned a company for which a formal analysis will be presented orally and in written form. Both written and oral analyses should generally follow the guidelines which will be discussed in class.

The teams will first submit a written Industry Analysis for their assigned company. All industry analysis papers (for all teams) are due on **Oct 17th** at the beginning of the class period. Papers submitted late will lose one letter grade for each day. Each team will also prepare its company situation analysis.

The oral presentation of the company situation analysis will take place during a regularly scheduled class period and **should not exceed 30 minutes** in length. Following the formal presentation, the presenting team will lead a discussion of the case, fielding questions and comments from the class. Teams are required to use visual media and to make the presentation as professional and interesting as possible. All team members **must** participate in the oral presentation. Team presentations will be scored by the instructor and the other members of the class for content, style, delivery, and effectiveness. It is up to the students to manage their team and their deliverables.

The written report should be of the quality and form that you would expect to submit to your superior on the job. The chapter of your text titled, "Analyzing Strategic Management Cases," should be used as a guide for preparing the written report, the oral presentation, and for preparing for class discussion of cases. Points will be given for style as well as content. Points will be deducted for style as well as content. A paper with spelling, grammatical, and typing errors will not receive full credit, regardless of content. Sloppily executed charts, tables, and graphs will, likewise, detract from the grade (see the "Case Study Outline and Grading" document posted on Blackboard). Also, any text, table, chart, graph, etc. taken from another source (including a web page) that is not properly cited will be treated as **plagiarism**. If you are not sure what plagiarism is and how to avoid it, please refer to an expert source, such as "*A Writer's Reference*" by Diana Hacker. The industry analysis and firm analysis will probably (jointly) be fifteen to twenty pages in length.

The written reports will be due before class on the dates listed in the syllabus (amended as needed) during our regularly scheduled class. Submission of a previously graded case report will be treated as **plagiarism** according to university guidelines. Any team member who does not do her/his share of the work on the written case, as reported by the other group members, will not receive full credit for the written case; any team member who fails to take part in preparing the written report, as reported by his/her team, will receive a zero on the written case.

BLACKBOARD DISCUSSIONS:

Our time together is meant to challenge you to learn more about yourself, to grow, and to improve your current skills. The goal of the blackboard discussions is to help you clarify what you have learned from each chapter and to document how you have applied the material to your own experiences. One of the items in your units/chapters each week will be discussion topics. Your task will be to reflect on the readings, classroom discussions and group activities and write about what you have learned pertaining to the weeks reading or topic question. I have **three** expectations when working in your weekly discussions:

ONE: *You are expected to post at least once and respond to two you're your fellow student's post.* Student who make significant contributions are subject to extra credit points.

TWO: I am expecting you to use standard conventions of English (not text messaging) and entries submitted will be penalized if shortened phrases are used (such as using U instead of you), words are not capitalized when appropriate, or thoughts are not recorded in complete sentences.

THREE: I consider discussion as a way of communicating to me on an individual basis your understanding of the learning objectives. When responding, you should consider the following grading guidelines:

- Thoroughness of discussion (Did you answer all of the questions and support your answers? Did you thoughtfully agree or disagree with a fellow student and supported your answer? Did you input extended the conversation, deepened thought, or provided new insights?)
- Application to your personal/work life (Did you show how the concepts from our material are related to your own situation?)
- Personal insight and learning (Did you address what you have learned?)
- Clarity of discussion (Did you have a point? Was it understandable and follow a logical thought process?)
- Technical (Were there any typos, grammatical errors, etc.)

<i>Class Schedule (FALL 2012)</i>	
	This schedule may be adjusted if circumstances warrant.
Week 1 8/27 8/29 8/31	Introductions Team Formation and Charters Chapter 13 - Analyzing Strategic Management Cases Case: Weight Watchers Case: Microfinance
Week 2 9/3 9/5 9/7	Chapter 1 – Strategic Management: Creating Competitive Advantage Finalization of Teams Case: Nintendo Wii <i>Charters DUE 9/9 Post Online</i>
Week 3 9/10 9/12 9/14	Chapter 2: Analyzing the External Environment of the Firm Case: Southwest Airlines
Week 4 9/17 9/19 9/21	Chapter 3 – Assessing the Internal Environment of the Firm Case: McDonald's: Polishing the Golden Arches
Week 5 9/24 9/26 9/28	Chapter 4 – Recognizing a Firms Intellectual Assets Case: QVC
Week 6 10/1 10/3 10/5	Midterm Exam #1 One class will be used for Midterm Review
Week 7 10/8 10/10 10/12	Chapter 5 – Business-Level Strategy Case: Apple 2010
Week 8 10/15 10/17 10/19	Chapter 6 – Corporate Level Strategy Case: Yahoo All Industry Analysis Papers (all groups) due on October 17th
Week 9 10/22 10/24 10/26	Chapter 7 – International Strategy Case: e-Bay Expanding Into Asia
Week 10 10/29 10/31 11/2	Chapter 8 – Entrepreneurial Strategy and Competitive Dynamics Case: One Ford: The Shape of Ford Motor Company to Come?
Week 11 11/5 11/7	Midterm Exam #2 One class will be used for Midterm Review

11/9	
Week 12 11/12 11/14 11/16	Chapter 9 – Strategic Control and Corporate Governance Case: Jamba Juice
Week 13 11/19 11/21	Chapter 10 - Creating Effective Organizational Design Case: Johnson & Johnson 11/23 Thanksgiving Holiday
Week 14 11/26 11/28 11/30	Chapter 11 - Strategic Leadership Case: Fresh Direct Presentations – (4-5 groups)
Week 15 12/3 12/5 12/7	Chapter 12 - Fostering Corporate Entrepreneurship Case: Samsung Electronics Presentations – (4-5 groups)
Week 16 12/11	Final Exam (Comprehensive) Date, Time and Location to be Determined

Assignment and Late Work Policy

This syllabus is subject to change during the semester. Changes will be announced in class and on Blackboard. All students are responsible for making the changes to their class outline.

- (1) A comprehensive makeup examination will be scheduled for those students with EXCUSED absences from interim examinations. Excused absences are allowed for family deaths, serious personal illness, or other situations that are beyond the student's control.
- (2) **NO CREDIT will be awarded for exercises/projects TURNED IN LATE**
- (3) Attend class. Habitual absences will be noted through attendance checks.
- (4) Full credit will not be automatic on assignments turned in for points. NEATNESS, CLARITY, COMPLETENESS, AND PROFESSIONALISM will be considered.
- (5) Chapters will be discussed in the order shown in the Course Outline. However, the dates may vary depending on the related class discussion and activities.

Policies:

Attendance: It is expected that students will attend each class. If you do not provide a reason for your absence I will record your absence as unexcused. Be on time and be prepared to get full credit for attendance.

Participation: This course is designed to foster class discussion and interchange of ideas. The key to this approach is that students prepare before class and are willing to share their viewpoints. Class participation points will be based on each student's daily contribution to class discussion. Students are expected to volunteer comments and questions; in addition, students will be chosen at random to contribute to the discussion or to answer questions. Students who are unprepared or unwilling to contribute to the class discussions will receive lower class participation grades. **All cell/mobile phones must be turned off or on vibrate. Computers and tablets may ONLY be used during group**

activity exercises, NOT during lecture. The instructor reserves the right to ask students to turn off all electronic devices.

Major Assignments: Written and oral presentation assignments are due on the date assigned. No credit will be rewarded for exercises/projects turned in late.

Disability Services Notification: Concerning disabled students, the University of Illinois at Chicago is committed to maintaining a barrier-free environment so that individuals with disabilities can fully access programs, courses, services, and activities at UIC. Students with disabilities who require accommodations for full access and participation in UIC Programs must be registered with the Disability Resource Center (DRC). Please contact DRC at (312) 413-2183 (voice) or (312) 413- 0123 (TDD).

Examination: Test questions will include multiple choice, true/false, short answer, and essay. Lectures, text material, and all in-class work may also be included on the exams. Only in extreme cases will a MAKE-UP exam be given.

Academic Integrity: Students are expected to abide by the CBA Student Code of Ethics. In keeping with CBA policy, *evidence of academic dishonesty, including cheating on a quiz, will automatically result in a failing grade for the course and disciplinary review by the University. Cheating on quizzes will absolutely not be tolerated.*

Plagiarism is also a form of academic dishonesty. It includes passing off someone else's work or ideas as your own, or paraphrasing material from a source (e.g. the Internet) without proper acknowledgement and citation (whether from web or hard copy sources). Changing one or a few words from an original source can constitute plagiarism. *The instructor may use an electronic service to check for plagiarism.* To avoid plagiarism, do not copy chunks of material from your sources. You are expected to read the material, and then express the ideas in your own words while giving credit to the source. Plagiarism is such a serious offense it is grounds for expulsion from the University and can mar your academic transcripts and reduce prospects for hiring and graduate program admission. See the UIC Student Handbook. Please consult the instructor before writing your paper if you have questions. All cases of academic dishonesty will be vigorously pursued and brought before the University Disciplinary Committee. *Also not tolerated is passing off papers written for other courses as uniquely produced for this course.* Courses are sufficiently distinct in content to warrant distinct papers. The instructor can easily spot plagiarized papers (in part or in total) as well as papers written for other courses.

Additional Information:

Students are encouraged to use the UIC Writing Center for free consultation on writing assignments if they are concerned about their writing ability.

CASE EVALUATION FORM

GROUP # _____ CASE NAME: _____

Percent of Grade	Percent Earned	
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15	_____	I. Analysis of External Environment
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15	_____	II. Internal Analysis
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15	_____	III. Analysis of Competitiveness
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15	_____	IV. Recommendations
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15	_____	V. Application of Concepts from Class
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25	_____	VI. Quality of Presentation or Quality of Writing
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100	_____	TOTAL
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Classroom Participation Evaluation

<u>Scale</u>	<u>Description</u>
A	A consistent leader in the work of the class. Is always prepared. Has worked out an analysis of why events in material occur as they do, as well as an appraisal of the effects of executive actions. Responds to the comments of other students, but also listens to and reacts to the ideas of other class members.
B	Reasonably frequent participator in class. Responds to other students as well as instructor. Occasionally takes the lead in introducing a new subject. Volunteers illustrations from his or her own experience about the subjects under discussion.
C	Occasionally contributes to the class. Occasionally responds to the remarks of other students. Rarely, if ever, begins a discussion. Does not respond to other students. May consider the remarks of other students irrelevant.
D	Answers questions from the instructor. Otherwise does not take part.
F	Takes no part in classroom discussion or activities.