

MGMT 590 Strategic Management Fall 2012

Thursdays 6:00 PM – 8:30

August 30 – December 6

Taft Hall 120

Instructor

Dr. Christopher M. Barlow
barlowc@uic.edu (630) 881-8467

Office Hours By appointment UH 2204

Extremely available by e-mail (Please include MGMT590 in Subject)

This course is designed to prepare you to participate in and lead top management teams dealing with global strategy issues. In addition to going beyond the basics of business strategy we will discuss and apply methods to improve teamwork and complex creative thinking. You will join a multi-national team to analyze a globally active company of interest. Each team will first complete an initial assessment of a business unit using basics of strategy planning then will explore both the underlying uncertainties of strategy (*Strategy Paradox*) and approaches to coping with chaos (*Great by Choice*), resulting in a strategy recommendation for the selected company. You will be presenting your final analysis and recommendations to visiting managers and UIC alumni. Individuals will demonstrate their learning by summarizing key course concepts and applying them to their own lives and careers.

Text Books and Materials:

Strategy: A View From The Top (4th Edition) by Cornelis A. De Kluyver & John A. Pearce Prentice Hall. (January 9, 2011) ISBN-13: 978-0132145626

The Strategy Paradox: Why committing to success leads to failure (and what to do about it) by Michael E. Raynor Publisher: Doubleday Business; (February 20, 2007) ISBN- 978-0385516228

Great by Choice: Uncertainty, Chaos, and Luck--Why Some Thrive Despite Them All by Jim Collins and Morton Hansen. Harper Business (October 11, 2011) ISBN 978-0062120991

All are also available on Kindle.

Downloaded handouts from library and Blackboard.

Approach: Seminar/Workshop

Most class sessions will blend the seminar approach, discussing the various readings in small groups and full class, with the workshop approach in which project teams will immediately apply the concepts to their projects. To make this work, you will read and post online your discussion of text materials every two weeks by Tuesday Noon, giving you time to look over and discuss online your classmates' insights before class. The in-class workshop time will enable you to organize your individual and group project work outside of the classroom. As we close class each night teams will report the action items team members have committed to.

Grading:

Grades will be awarded based on summing the points earned for work submitted by Thursday December 6.

900 Pts = A 800 Pts = B 700 Pts = C 600 Pts = D

All materials are graded based on the knowledge demonstrated and the quality of analysis. Materials of good quality will receive 80% of the points indicated below for "A" quality work. Additional credit is given for excellence, such as superior insight, relating and integrating concepts, personal reflection, or other elements that demonstrate your strategic creativity and managerial expertise

Individual Work

- Alternating Sundays post on Blackboard by noon a "**Top Ten Points**" report on the assigned readings. [50 pts 5 times = 250 pts]. Late postings lose half credit.
- **Individual Demonstration of Knowledge:** Review your learnings from the course **and** apply the learnings to develop a strategic plan and activities likely to give you a successful and satisfying life/career [250 pts] Due December 6.
- Extra credit is encouraged, such as participating in the online discussion. Missed classes require you to make up the learning with extra credit.
- There is no mid-term or final exam.

Work in Teams

Join a diverse, multi-program, multi-national team to analyze a specific strategic issue for a chosen company

- Preliminary Analysis 100 pts Feb 20
- Final Recommendation presented to alumni and business executives 200 pts April 16
- Team Dynamics Assessment 100 pts April 23
- Project contribution, based in part on your classmates' evaluation of your teamwork 100 pts. Due April 16.

The team and individuals are graded not only for quality of output, but for managing the team dynamics and productivity for maximum effectiveness.

ASSIGNMENT DETAILS
<p>UPLOADING: All homework is submitted through Blackboard. Individual assignments are submitted through links on the Course Documents page. Team submittals and work to be discussed are uploaded to the appropriate folder on the Discussion Board. Note: Avoid DOCX, PPTX, XLSX files!!! These documents generated by Office/Word 2007/2010 cannot be read by older versions your classmates may be using. If you are using Office 2007, please "SAVE AS" version 97 or 2003 to get files that everyone can read. Avoid TXT files which are also hard to read.</p>
<p>READING TOP TEN: In alternating weeks you will explain IN A SINGLE PAGE the relevance of the ten points you feel are most important from all (not ten points from each) the readings. Include any questioning of the facts and conclusions. These will be submitted through the link on the Course Documents page in Blackboard by Noon Tuesday. Late submittals lose half credit</p>
<p>DISCUSSING "TOP TENS": To allow the class to learn from each other before the class meeting, after posting this homework through the link on the course documents page, post two of your points to the appropriate folder on the discussion area of Blackboard. Then look over the postings of your classmates, making appropriate comments and suggestions for extra credit.</p>
<p>INDIVIDUAL DEMONSTRATION OF KNOWLEDGE. At the end of the course, in a paper of 10-15 pages you will demonstrate knowledge of various strategy tools and concepts from this course by summarizing them and by applying them to your life and career. (Both parts are required.) You are encouraged to involve in the writing of this paper your spouse or anyone else that is in a position to know you and challenge your thinking.</p>
<p>TEAM PROJECT: This course assumes that strategy is best developed by cross-functional teams, and therefore learning to participate in and lead such teams is a core management skill. Teams will be diverse in gender and nationality. The team will be assessed on three team submittals and individuals will be evaluated for contribution by team mates. Each team will choose a globally active company for analysis.</p>
<p>TEAM: Preliminary Analysis. Develop a strategy assessment and recommendation for a key business unit or the whole company, demonstrating the strategy concepts covered in this and previous classes, including situation analysis, resource analysis, and strategy recommendation. You will submit a written report (10 pages) dealing with all functional aspects (finance/accounting, operations/supply chain, marketing, design/engineering, and information technology) and present an executive summary (15-20 min) in class.</p>
<p>TEAM: Final Analysis. Based on continuing learning in the class and continuing research into your target organization, you will revise and extend this report to a final report of 20 pages and executive summary of 15-20 minutes. This report will move beyond the single business unit to a larger part of the organization or a strategic issue which affects much of the company, exploring issues of strategy execution and responsiveness to unpredictable future events.</p>
<p>TEAM: Team Dynamics. Part of the reason for the team project is to improve your ability to lead and to participate in complex cross-functional and multi-cultural teams. Therefore, during and after the team project your team will collaborate on an assessment of your team dynamics and your learnings for future team projects. Both project presentations will be completed before the end of the course, allowing the team to meet to complete a Team Dynamics Assessment in which they review the things learned during the process that they would hope to manage in future projects. Tell the story of how the team formed and managed the process. Discuss what worked or didn't, culture based issues, best events in the process, communication problems, management dynamics, suggestions for improvement next time, etc. I recognize that this might be the toughest part of the course for many teams, but I am convinced that learning to more effectively work with people who are different from you is a critical part of being a manager. I expect a 5-10 page paper and an informal 5- 10 min executive summary in the last class.</p>
<p>TEAM: Peer Assessment. Each team is responsible for its own management, ensuring that each person fully contributes to the effort. To assist in this process, each student will report their opinion of the level of effort and quality of contribution of each team member. My reaction to their inputs will determine each student's team project participation grade.</p>

Reading and Assignments (Adjustments possible)			
[?] is estimated number of pages. Strategy: A View from the Top Great by Choice Strategy Paradox [source] is download			
WK		Class and Individual	Team Tasks
1	Aug 30	Introduce yourself online and suggest projects	Optional followup readings [Barlow]Unappreciated AHA [2] and Brainstorming [2]
2	Sept 6	Top Ten 1 Due Noon Tues Sept 4 [Barlow]Strategy: Synergy and Serendipity [2] [NYT FRIEDMAN] It's a Flat World, After All [8] [NYT KRISTOF] Do-Gooders With Spreadsheets [2] Strategy 1 What is Strategy Strategy 2 Strategy and Performance Strategy 3 External Environment [24] [Barlow] Quickstart [2] [PC World], Online Collaboration Tools [11] [Barlow] Elephants and Coconuts [2]	Form teams
3	Sept 13	Continue Seminar/Workshop on Top Ten 1	
4	Sept 20	Top Ten 2 Due Noon Tues Sept 18 Strategy 4 Analyzing Industry [20] Strategy 5 Resource Base [19] Strategy 6 Unit Strategy [24] [Wired] The Long Tail by Chris Anderson [8] [Barlow] Jaques on Bureaucracy [Barlow]What do you really want to do? [2] [Barlow] Decision Matrix and Fuzzy Logic [2]	
5	Sept 27	Continue Seminar/Workshop on Top Ten 2	
6	Oct 4		Teams Present Preliminary Analysis of Strategy
7	Oct 11	Top Ten 3 Due Noon Tues Oct 9 Paradox 1 What Paradox? [16] Paradox 2 Best Laid Plans [26] Paradox 3 Who Dares Loses [12] Choice 1 Thriving in Uncertainty Choice 2 10Xers Strategy 7 Contexts & Dimensions [32] [Maccoby], Building Cross-Functional Capability [3]	
8	Oct 18	Continue Seminar/Workshop on Top Ten 3	
9	Oct 25	Top Ten 4 Due Noon Tues Oct 23 Paradox 4 Limits of Adaptability [17] Paradox 5 Limits of Forecasting [14] Paradox 6 It's About Time [33] Choice 3 20 Mile March Choice 4 Fire Bullets, Then Cannonballs Strategy 8 Global Strategy Formulation [31]	
10	Nov 1	Continue Seminar/Workshop on Top Ten 4	
11	Nov 8	Top Ten 5 Due Noon Tues Nov 6 Paradox 7 Choices vs Options [38] Paradox 8 Strategic Flexibility [29] Choice 5 Leading above the Death Line Choice 6 SMaC Choice 7 Return on Luck After-Action Report Handout [9]	
12	Nov 15	Continue Seminar/Workshop on Top Ten 5	
	Nov 22	Thanksgiving – No Class	
13	Nov 29	Submit evaluations of team members	Networking and Project Presentation to Executives