

Management 495 – Competitive Strategy

Fall Semester 2012

230 DH MWF 10:00-11:10 am

Instructor: Renata (Jaworski) Tarasievich

Office: 2110 University Hall (available before and after each class and by appointment)

e-mail: rjawor@uic.edu

* Course information may also be found on **Blackboard**

* Blackboard contains the following: syllabus; case analysis presentation guidelines; review sheets for exams; PowerPoint outlines (*where applicable*); peer evaluations.

Course Description

This course is a study in strategic management. The focus is on the set of managerial decisions and actions that determine competitiveness and overall performance of organizations. This course is designed to synthesize the collective knowledge gained in earlier course work. The course relies heavily on case analyses in order for students to develop conceptual and analytical skills. Prerequisites include: Senior standing in the CBA and completion of all other CBA core courses, or consent of instructor (4 hours).

Objectives of Course

1. Special attention will be given to enhancing students' analytical skills with material pertinent to a wide range of organizations.
2. Students will be expected to persuasively communicate his or her analytical conclusions, both verbally and in writing.
3. Students will be provided numerous opportunities to participate in relevant discussions of strategic issues and will be asked to analyze the competitive strategy of an organization with a discussion of potential sources of competitive advantage and disadvantage.
4. Students should be able to apply analytical techniques from finance, accounting, organizational behavior, marketing, economics and related disciplines.

Course Material

Required: Strategic Management: Text and Cases 5th edition

By: Dess, Lumpkin, and Eisner

McGraw-Hill Irwin ISBN: 978-0-07-353041-3

Course Requirements

Exam I	20%
Exam II	20%
Presentation #1	10%
Presentation #2	15%
In-class cases	10%
Strategy Simulation	10%
Peer Assessment	5%
Questions	5%
Presentation summaries	5%

100%

Grade Allocations

A = 90% + **B** = 80 – 89% **C** = 70 – 79% **D** = 60 – 69% **F** = 59% & below

Course Requirements and Annotations

1. **Exams** - There will be two exams that will consist of fill-in-the-blank, multiple choice, and short-answer questions. The exams will cover material from the textbook as well as case analyses and presentations. The exams are designed to further develop students' writing and communication skills, as well as ascertain the level of accumulated understanding of course material.
 - No make-up exams will be administered without prior approval of the instructor.
 - **Make-up exams (both early and late) will consist entirely of essay questions.**
 - Exams will only be returned to students during assigned class time.
 - Each student is responsible for retrieving his or her individual exam.
 - **No grades (exam or otherwise) will be distributed via e-mail, the telephone, office hours or other classmates.**

2. **In-class Case Analyses** - Each student will be responsible for working on four written case analyses, in-class, during the semester. Students will submit a written report of their analysis. The top three grades will be entered for each student.

3. **Presentations** – Students will be required to lead class discussions, via presentation, on two course cases. A question and answer session will follow each presentation.

4. **Presentation Questions** – Each group will also be responsible for preparing and submitting a list of relevant questions related to two case analyses being presented by a fellow group, as well as their own Problem Statement for each case. A student's group will submit (to the instructor) a list of questions relevant to the case being discussed in class that day as well as the main organizational problem, as they have determined it to be. The questions and statement must be submitted at the start of class on that case's assigned presentation date. Students are encouraged to maintain a copy of those questions for the question and answer session of the presentation.

5. **Strategy Simulation** - Each class member will be working throughout the semester with an on-line academic learning technique (i.e., strategic simulation). Specific instructions and guidelines will be distributed in class.

6. **Presentation Summaries** - Each class member is responsible for attending AT LEAST one presentation associated with the CBA's Management 495 core requirement. The schedule will be provided to students and each student will be assigned which presentation to attend. In addition to attendance, each student is required to submit a one-page summary of the presentation. The summaries are due no later than one week after the scheduled presentation. For example: the deadline for submitting a summary for a presentation held on October 3rd is during class on October 10th. Late assignments will not be accepted.

7. **Peer Assessment** - Each class member will be working throughout the semester in various group assignments in and outside of the classroom. The members of each

group will complete an evaluation of each student's participation as a member. (Failure to complete an evaluation of one's peers will result in a loss of **11 points**).

8. **Plagiarism & the Honor Code.** Obtaining an idea, a source, a sentence, a paragraph or an entire paper from a book, the internet, any publication, a friend, family member or another student and using it as your own is considered to be an extremely serious academic crime known as plagiarism. The outcomes include: failing this course, being suspended and possibly expelled from the University. Plagiarism is very often easily detected. **If the words are not your own you must cite the source. If the idea is not your own you must instead use your own idea.** Each of you is expected to uphold the Honor Code established by the CBA. This code applies to behavior pertaining to all exams, project activities, and class sessions. For further information, please see: **www.uic.edu/depts/dos/studentconduct.html**

9. Important information:
 - Statement about UIC disability services -
http://www.uic.edu/depts/oar/campus_policies/disability_notification.html
 - Academic deadlines and religious holidays -
<http://www.uic.edu/uic/portals/current-students.shtml>
 - List of registration and records policies found on Registrar's website -
http://www.uic.edu/depts/oar/current_students/campus_policies.html

10. **Distractions & Late Arrivals.** The instructor reserves the right to confiscate any and all distractions during the assigned class period. Distractions include but are not limited to: cell phones, smart phones, and other text messaging devices, newspapers, magazines, and textbooks or notes from another class. **IF YOU TEXT DURING CLASS, EXPECT TO HAVE YOUR PHONE CONFISCATED.** Attendance will not directly affect your course grade, therefore: **if you do not wish to pay attention and participate in the course, simply do not attend.** If you elect to attend class, you will be expected to give class your fullest attention and participate whenever appropriate. If it appears those arriving after class has begun are causing a distraction, the instructor reserves the right to close each class session at the start of class and not allow latecomers to enter.

Course Outline

Date	Topic	Text	Case
Monday - August 27	Course Introduction		
Wednesday - August 29	Group Formation Case Assignments Analyzing Cases	Chapter 13	
Friday - August 31	Strategic Management	Chapter 1	
Monday - September 3	<i>Labor Day Holiday</i>		
Wednesday - September 5	<i>*discuss case as a class</i>		Case 13 QVC
Friday - September 7	External Environment	Chapter 2	
Monday - September 10		Chapter 2	
Wednesday - September 12	In-class case analysis day #1		Case 14 McDonald's
Friday - September 14	Internal Environment	Chapter 3	
Monday - September 17			Case 17 Pixar
Wednesday - September 19	Intellectual Assets	Chapter 4	
Friday - September 21			Case 27 Southwest Airlines
Monday - September 24	Business-Level Strategy	Chapter 5	
Wednesday - September 26		Chapter 5	
Friday - September 28	<i>Group work day</i>		
Monday - October 1			Case 24 Jamba Juice Case 10 United Way
Wednesday - October 3	In-class case analysis day #2		Case 32 Build-A-Bear
Friday - October 5	Review Exam I		
Monday - October 8	Exam I Part I		
Wednesday - October 10	Exam I Part II		
Friday - October 12	Corporate-level Strategy	Chapter 6	
Monday - October 15			Case 23 Apple Inc.
Wednesday - October 17	International Strategy	Chapter 7	
Friday - October 19			Case 16 Heineken

Monday - October 22	Strategic Control	Chapter 9	
Wednesday - October 24		Chapter 9	
Friday - October 26			Case 22 Mattel's Misfit Toys Case 37 AIG
Monday - October 29	Organizational Designs	Chapter 10	
Wednesday - October 31		Chapter 10	
Friday - November 2	In-class case analysis day #3		Case 18 Johnson & Johnson
Monday - November 5	Strategic Leadership	Chapter 11	
Wednesday - November 7		Chapter 11	
Friday - November 9			Case 15 Procter & Gamble
Monday - November 12	Entrepreneurship / Innovation	Chapter 12	
Wednesday - November 14		Chapter 12	
Friday - November 16			Case 35 Nintendo's Wii
Monday - November 19			Case 31 A Horror Show at the Cinemaplex?
Wednesday - November 21	In-class case analysis day #4		Case 40 FreshDirect
Friday - November 23	<i>Thanksgiving Holiday</i>		
Monday - November 26	Peer Assessment Due Final Extra Credit Due		Case 38 ebay Case 36 Ford
Wednesday - November 28			Case 39 Ann Taylor
Friday - November 30	Review Exam II		Case 30 Weight Watchers
Monday - December 3	Exam II Part I		
Wednesday - December 5	Exam II Part II		
Friday - December 7	Group Development Day Course Wrap - Up		