

**UNIVERSITY OF ILLINOIS AT CHICAGO
MANAGEMENT 495
COMPETITIVE STRATEGY
COURSE SYLLABUS**

TERM: FALL SEMESTER 2012 SECTION: 13357
CLASS TIMES: Tue. & Thur. 11:00 a.m. to 12:50 p.m. ROOM: LC C1

INSTRUCTOR: MICHAEL MILLER
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T.A.: Marco Carriero E-Mail----- mcarrie2@uic.edu

**OFFICE HOURS----- Tue. & Thur. 2:00 p.m. to 3:00 p.m. or by appointment ---
UH-2219**

**TEXTBOOK- Dess, Lumpkin and Esiner-Strategic Management: Creating
Competitive Advantages (2012), 6th Ed., McGraw-Hill. Casebook to be purchased
online.**

COURSE DESCRIPTION

The focus of this course is on strategic management and business policy formulation and implementation. Strategic management is that set of managerial decisions and actions that determines competitiveness and the long-run performance of an organization. This course is designed as a “capstone” course to aid the student in synthesizing and applying knowledge gained in earlier courses. We will utilize the collective knowledge in the different functional areas of business such as accounting, finance, marketing, management, economics, and information systems. 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. We will rely heavily on case analysis in order for students to develop conceptual and analytical skills the two key skills needed for developing effective competitive strategy.

COURSE OBJECTIVES

To understand strategic issues and policy decisions facing businesses and how current thinking and relevant management literature addresses these issues.

To refine analytical ability in assessing strategies and policies that determines the long-term success of firms.

To understand why some firms succeed and others fail.

To have the ability to analyze internal organizational strengths and weaknesses and external environmental opportunities and threats.

To provide opportunities for every student to participate in relevant discussions of strategic issues, both individually and as a member of a group.

To develop and improve written and oral communication skills.

MANAGEMENT 495

COURSE REQUIREMENTS:

1. Tests

There will be pop quizzes, a mid-term and a final as outlined in the attached class schedule. The tests and quizzes will be a combination of T & F, multiple choice and short essay. The tests and quizzes will cover textbook information, possible outside readings given in class, along with classroom discussions. There will be no make-up quizzes. In addition, the general rule is there are no make-up tests. I understand there are sometimes extraordinary circumstances and I will consider those on a case-by-case basis.

2. Presentations and Papers

There will be one group presentation and paper. Each person will be assigned to a team that will do a case study that will include a group oral presentation and written analysis.

3. Attendance/ Class Projects/Class Participation

The material needs to be read and discussed to be understood. Therefore, it will be necessary to be in class to absorb the material. **ATTENDANCE IS ESSENTIAL.** If you miss more than 3 classes, your grade may be lowered one (1) letter grade.

GRADING:

Mid-term-	50 points
Quizzes-	50 points
Group Presentation	100 points
Case Studies	100 points
Final Exam	<u>100 points</u>
Total Points	400 points

<u>Accumulated Points</u>	<u>Grade</u>
360-400	A
320-359	B
319-280	C
279-240	D
Below 239	F

College of Business Administration

University of Illinois at Chicago

Honor Code for the College of Business Administration

As an academic community the College of Business Administration at the University of Illinois at Chicago is committed to providing an environment in which teaching, learning, research, and scholarship can flourish and in which all endeavors are guided by academic and professional integrity. All members of the college community - students, faculty, staff, and administrators - share the responsibility of insuring that high standards of integrity are upheld so that such an environment exists.

In pursuit of these high ideas and standards of academic life, as a student I hereby commit myself to respect and uphold the University of Illinois at Chicago (UIC) College of Business Administration Honor Code during my entire matriculation at UIC. I agree to maintain the highest moral and ethical standards in all academic and business endeavors and to conduct myself honorably as a responsible member of the college academic community. This includes the following:

- Not to seek unfair advantage over other students, including, but not limited to giving or receiving unauthorized aid during completion of academic requirements;
- To represent fact and self truthfully at all times;
- To respect the property and personal rights of all members of the academic community.

An abbreviated version of the Honor Code pledge may be printed on course syllabi, exam booklets, and other uses as deemed appropriate. The abbreviated version is as follows:

This course and its associated coursework are being administered under the policies of the University of Illinois at Chicago (UIC) College of Business Administration Honor Code. All students are expected to respect and uphold this code.

Honor Code Violations and Enforcement

Violations of the Honor Code are just causes for discipline under the University of Illinois at Chicago Student Disciplinary Procedure, and all allegations of Honor Code violations shall be handled pursuant to that Procedure.

(For a complete description of just causes for discipline, disciplinary procedures, and sanctions, see the pamphlet “Student Disciplinary Procedure of the Senate Committee on Student Discipline,” available from the Office of the Dean of Students, SSB, Suite 3030, 1200 W. Harrison St., M/C 318.)

Honor Code Council

The Honor Code Council shall be formed consisting of two faculty members elected by faculty vote and six student members (two graduate students and four undergraduate students) appointed by the Assistant Dean for Student Services through recommendation of the Dean’s Advisory Council (DAC). Each member will serve a term of one academic year, beginning in August. The Council shall elect a chairperson and a secretary.

The duties of the Honor Code Council shall include:

- Recommend changes in the Honor Code.
- Inform all students, staff, and faculty of the Honor Code and the procedures to be followed for pursuing alleged Honor Code violations.
- Ensure that the Honor Code is prominently displayed within the College of Business Administration and on course syllabi and exam booklets.
- Ensure that the Honor Code and related information are accurately described in the Graduate and Undergraduate catalogs.
- Work with the Office of Student Services to include the Honor Code in its promotion of the University of Illinois at Chicago College of Business Administration to potential students.
- Work with college administration to ensure that the Honor Code statement is signed by all students prior to their enrollment in the college.
- Inform all UIC faculty, staff, and students of the Honor Code of the College of Business Administration, and encourage the adoption of its principles.

COURSE SCHEDULE
UNIVERSITY OF ILLINOIS AT CHICAGO
MANAGEMENT 495
MICHAEL MILLER
FALL SEMESTER 2012
(Subject to change)

Week	Dates	Assignment
1	Aug. 28-30	Introduction and Course Overview PART I- STRATEGIC ANALYSIS (Chap. 1-4) Strategic Management: Creating Competitive Advantages (Chapter 1)
2	Sept.4-6	Analyzing Strategic Management Cases (Chap. 13) Case Study #1---JetBlue (Due Sept.8)
3	Sept.11-13	Analyzing the External Environment of the Firm (Chap. 2) Case Study #1---JetBlue (Due Sept.13)
4	Sept. 18-20	Assessing the Internal Environment of the Firm (Chap.3)
5	Sept. 25-27	Recognizing a Firm's Intellectual Assets: <i>Moving Beyond a Firm's Tangible Resources</i> (Chap. 4) Case # 2-Industry Analysis (Group) (Due Sept. 25) Group Presentation- Chris Cole—CFO McDonald's
6	Oct. 2-4	PART II- STRATEGY FORMULATION (Chap. 5-8) Business-Level Strategy: <i>Creating and Sustaining Competitive Advantages</i> (Chap. 5) --
7	Oct. 9-11	Corporate Level Strategy: <i>Creating Value through Diversification</i> (Chap. 6) Group Presentation: (Oct. 11) David Neithercut, CEO Equity Residential
8	Oct. 16-18	International Strategy: <i>Creating Value in Global Markets</i> (Chap. 7) Midterm Exam (Chapters 1-6) Group Presentation (Oct. 18): James Ryan, CEO Grainger

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| 9 | Oct. 23-25 | <i>Entrepreneurial Strategy and Competitive Dynamics (Ch.8)</i> Group Presentation (Oct. 25) Peter Roberts, CEO Jones Lang LaSalle |
| 10 | Oct. 30-Nov. 1 | PART III: STRATEGY IMPLEMENTATION (Chap. 9- 12) Strategic Control and Corporate Governance (Chap. 9) (Nov.1) McDonald's Case Due (Individual) |
| 11 | Nov. 6-8 | Creating Effective Organizational Design (<i>Chap. 10</i>) - |
| 12 | Nov. 13-15 | Strategic Leadership: <i>Creating a Learning Organization an Ethical Organization</i> (Chapter 11) Group Presentation (Nov. 15): Tim Smithe, Walter E. Smithe Furniture |
| 13 | Nov. 20-22 | Fostering Corporate Entrepreneurship (Chap. 12) – No Class Nov. 22-Thanksgiving |
| 14 | Nov. 27-29 | Standardized Test—Nov. 27 Southwest Group Case Due (Nov. 29) |
| 15 | Dec. 4-6 | Final Exam Review (Extra Credit Case Study): (Due Dec. 4) |
| 16 | Dec.10-14 | FINALS WEEK
Final Exam- TBA. (Chaps. 1-12) |