

BADM 352 Strategic Management

Turner

2023-02-23

Contents

Class Grading & Schedule	5
Grading	5
Spring 2023	5
Syllabus	7
Course Objectives and Learning Outcomes	7
Text and Resources	7
Performance Evaluation (Grading)	8
Class Participation:	9
Phones	9
Attendance	9
Honor Code and Plagiarism:	10
First-Generation Version:	10
Continuing Advocate Version	10
Justice, Equity, Diversity, and Inclusion Syllabus Statements	10
Accessible Education	11
Bias Reporting	11
Counseling and Health	11
Presby First+ Program	11
Title IX Syllabus Statement	12
Our Class Rhythm	12
1 Fisker vs Tesla	13

2 Robin Hood	15
2.1 Click here for Robin Hood Case	15
2.2 Robin Hood presentation specifics:	15
3 Can You Say	17
3.1 Click here for Can You Say	17
4 GM and Ford EVs	19
5 Chapter 1: What Is Strategy?	21
5.1 SLOs	21
5.2 Key Terms	21
6 Chapter 2: Leadership & Strategy Process	23
6.1 FedEx	23
6.2 SLOs	23
6.3 Key Terms	24
6.4 Checkout Popeyes	25
7 Chapter 3: External Analysis	27
8 Chapter 4: Internal Analysis	29
9 Chapter 5: Competitive Advantage & Business Models	31
9.1 McDonald's	31
10 Chapter 6: Differentiation & Cost Leadership	33
11 Chapter 7: Innovation	35
12 Chapter 8: VI & Diversification	37
13 Chapter 9: SA, M & A	39

Class Grading & Schedule

This website serves as schedule headquarters for **BADM 352 Strategic Management**.

Grading

Item	% of Final Grade
Quizzes, Cases & Assignments	40%
Exam 1	20%
Exam 2	20%
Exam 3/Project	20%
TOTAL	100%

Spring 2023

Date	Topic
Monday, January 9, 2023	Fisker vs Tesla
Wednesday, January 11, 2023	Robin Hood
Monday, January 16, 2023	Martin Luther King, Jr. Holiday
Wednesday, January 18, 2023	Quiz: Can you Say
Monday, January 23, 2023	Quiz: CH 1 & 2
Wednesday, January 25, 2023	Vance Speaker
Monday, January 30, 2023	Quiz: CH 3
Wednesday, February 1, 2023	Quiz: CH 4
Monday, February 6, 2023	Case & review
Wednesday, February 8, 2023	EXAM 1
Monday, February 13, 2023	Poncho Case
Wednesday, February 15, 2023	Quiz CH 5 & Case
Monday, February 20, 2023	Ch 5 & 6 & Case

Date	Topic
Wednesday, February 22, 2023	Quiz CH 6
Monday, February 27, 2023	RyanAir; Groups & Companies
Wednesday, March 1, 2023	Aldi & Walmart
Monday, March 6, 2023	Quiz Ch. 8; Boeing Case
Wednesday, March 8, 2023	Pipelines HBR
Monday, March 13, 2023	SPRING BREAK
Wednesday, March 15, 2023	SPRING BREAK
Monday, March 20, 2023	Quiz Ch. 9
Wednesday, March 22, 2023	Review; Groups & Companies
Monday, March 27, 2023	EXAM 2
Wednesday, March 29, 2023	Project Launch
Monday, April 3, 2023	Project Work
Wednesday, April 5, 2023	Rough Draft Due 20%
Monday, April 10, 2023	Easter Holiday
Wednesday, April 12, 2023	GROUP MEETINGS
Monday, April 17, 2023	Final Draft Due 80%
Wednesday, April 19, 2023	Leadership & Assign Presentation Times
Monday, April 24, 2023	PRESENTATIONS
Wednesday, April 26, 2023	PRESENTATIONS

Syllabus

Instructor: Tobin Turner

Office Hours: mutually convenient time arranged by email e-mail: jttturner@presby.edu

Course Objectives and Learning Outcomes

At the end of this course students should be able to:

- Define and explain concepts, frameworks, and techniques of strategic management.
- Identify and apply relevant concepts, frameworks, and techniques to identify, define and describe opportunities and problems faced by top management.
- Identify and apply relevant concepts, frameworks, and techniques to formulate strategies to address strategic business problems in a global context from a general management perspective, cutting across functional areas.
- Identify and apply relevant concepts, frameworks, and techniques to implement strategies to address strategic business problems in a global context from a general management perspective, cutting across functional areas.
- Develop the ability to think strategically from a general management perspective and define business problems and offer solutions.
- Apply teamwork skills as they pertain to strategy analysis, formulation and implementation.
- Apply communication skills as they pertain to strategy analysis, formulation and implementation.

Text and Resources

1. Strategic Management 5th Edition By Frank Rothaermel ISBN10: 126026128X and ISBN13: 9781260261288 Copyright: 2021

2. Assigned/collected readings from other sources such as the Wall Street Journal, The New York Times, and Harvard Business Review
3. Cases as assigned

Performance Evaluation (Grading)

- Quizzes and Assignments - 40%
- Exam 1 - 20%
- Exam 2 - 20%
- Final Exam/Project - 20%

Exams

Exams will cover assigned chapters in the textbook, other assigned readings, lectures, class exercises, class discussions, videos, and guest speakers. I will typically allocate time prior to each exam to clearly identify the body of knowledge each test will cover and to answer questions about the format and objectives of the exam.

Quizzes – DON'T MISS CLASS

- The average of all quizzes and assignments will comprise the Quizzes and Assignments - 40% portion of your final grade
- Quizzes are designed to prepare you for your exams and to ensure you stay up with the course material
- Missed quizzes cannot be made up later. Be present.

Final Average

- Final Average Grade
 - 90-100 A
 - 88-89 B+
 - 82-87 B
 - 80-81 B-
 - 78-79 C+
 - 72-77 C
 - 70-71 C-
 - 60-69 D
 - 59 and below F

Class Participation:

I will frequently give readings or assignments for you to complete prior to the next class meeting. I expect you to fully engage the material: answer questions, pose questions, provide insightful observations. Keep in mind that quality is an important component in “participation.” Periodic cold calls will take place. I will also put students in the “hot seat” on occasion. In these class sessions, I may select a random group of students to lead us in the discussion and debate. Because the selection of participants will not be announced until class begins, everyone will be expected to prepare for the discussion. Reading the assigned chapters and articles are the best way to prepare for the discussion. If you have concerns about being called on in class, please see me to discuss. The purpose of the “hot seat” is not to stress or embarrass students, but to encourage students to actively engage the material.

Phones

Phones are not allowed to be used in class without the instructor’s prior consent. If you have a need of a phone during class please let me know before class. Unauthorized use of electronic devices may result in the lowering of the grade or dismissal from the class. **I mean this.**

The phone thing? I mean this.

Attendance

You are expected to be regular and punctual in your class attendance. Students are responsible for all the material missed and homework assignments made. If class is missed, notes/homework should be obtained from another student. If I am more than 15 minutes late, class is considered cancelled. No more than 4 absences are allowed during a semester. Exceeding the absence policy may result in receiving an F for the course. The professors roll is the official roll and students not present when roll is taken will be counted as absent. If a student must miss an exam, she or he must work out an agreeable time with the instructor to take the test prior to the exam being given. If a student misses a test due to an emergency, the student must inform the instructor as soon as is possible. In special cases, the instructor may allow the student to take a make-up exam.

Additionally, it is the student’s responsibility to give the instructor one week’s notice prior to each instance where accommodation will be required.

Honor Code and Plagiarism:

All assignments/exams must be your own work. Any copying or use of unauthorized assistance will be treated as a violation of PC's Honor Code. If you are unsure of what resources are allowed, please ask. Please note that all text longer than 7 words taken from ANY other source must be placed in quotations and cited. Also, summarizing ANY other source must also be cited. Using ANY other source and showing work to be your own is a violation of plagiarism and the honor code.

First-Generation Version:

I am a Presby First+ Advocate. I am here to support our current first-generation students. At Presbyterian College, first-generation students are those in which neither parent nor legal guardian graduated from a four-year higher education institution with a bachelor's degree. If you are a first-generation college student, please contact me. For more information about support for first-generation college students on our campus visit our Presby First+ webpage.

Continuing Advocate Version

I am a Presby First+ Advocate. I am committed to supporting first-generation students at Presbyterian College. At Presbyterian College, first-generation students are those in which neither parent nor legal guardian graduated from a four-year higher education institution with a bachelor's degree. If you are a first-generation college student, please contact me anytime or visit me during my office hours. For more information about support for first-generation college students on our campus visit our Presby First+ webpage.

Justice, Equity, Diversity, and Inclusion Syllabus Statements

Presbyterian College is committed to ensuring students from all faiths, identities and backgrounds have access to the services they need to thrive during their time learning in the classroom, living in our housing facilities, eating in the dining hall, or attending events on campus.

Accessible Education

To seek accommodations under the American Disabilities Act or Section 504 of the Rehabilitation Act, you must start the process yourself by completing the online form available on our website at <https://www.presby.edu/academics/academic-resources-support/accommodations-for-disabilities/> and submitting appropriate documentation to accommodations@presby.edu. Accommodations will become effective once the structured exchange and documentation review processes are complete.

Bias Reporting

Students are encouraged to report all acts of discrimination, spoken or written hate speech, harassment, offensive visual representations, threats, vandalism, and physical confrontations by using the bias reporting form available at <https://www.presby.edu/about/office-of-diversity-and-inclusion/bias-incident-reporting/>. All forms are sent directly to the VP for JEDI and will be addressed according to institutional policies and procedures.

Counseling and Health

Recognizing physical and mental health are vitally important to academic success, we encourage students to take advantage of the counseling and health care services available on campus. To schedule an appointment with Counseling, feel free to call (864) 833-8263 or email counselingandhealth@presby.edu.

We also have a nurse practitioner in the Student Health Center Monday through Friday 11am – 1:15pm. To schedule an appointment, call (864) 833-8400. If an appointment is needed outside of those hours and off-campus, please call Family Health Care at (864) 833-5986.

Presby First+ Program

The Presby First+ Program takes a holistic approach to helping first-generation college students accomplish their education and career goals. By connecting students with campus and community resources, the program positions students for success.

As a Presby First+ Advocate, I am committed to supporting first-generation college students. (Insert if applicable: I was a first-generation college student, meaning neither one of my parents had earned a bachelor's degree, so I may have experienced some of the things you will face during your journey.) Know

that you have lots of people wanting to see you thrive, so please use them as a resource. You can contact me anytime via email or stopping by my office. More information about the Presby First+ program is available on our website.

Title IX Syllabus Statement

In accordance with Title IX of the Education Amendments of 1972, Presbyterian College prohibits discrimination and harassment on the basis of sex. Presbyterian College strongly encourages the prompt reporting of, and is committed to a timely and fair resolution of, complaints of sex discrimination and harassment by students, faculty, staff, and third-party contractors. Sexual harassment includes quid pro quo harassment, sexual assault, dating violence, domestic violence, and stalking. Incidents of sex discrimination should be reported to the Title IX Coordinator, as outlined in the Sexual Misconduct Policy. The policy can be found on the Title IX page at [Title IX | Presbyterian College | Clinton, SC](#).

Our Class Rhythm

Monday: You had something to read, write, watch or prepare for a quiz grade. Did you do it?

Wednesday: You had something to read, write, watch or prepare for a quiz grade. Did you do it? **Live our best lives. :).**

Chapter 1

Fisker vs Tesla

Based on the *Wall Street Journal* article from August 7, 2020 entitled:

Car designer Henrik Fisker Lost His First Race with Elon Musk. He Wants to Go Again.

1. Identify three ways that Fisker and Musk are strategically approaching developing electric cars differently. Be specific, be insightful.
2. Why might Fisker have chosen his route – what makes this easier for him? Are there dangers to this approach?
3. Which company has a superior strategic plan – be critical, think carefully. Why?
4. What do you think of Fisker's chances in the long run?

Chapter 2

Robin Hood

2.1 [Click here for Robin Hood Case](#)

2.2 Robin Hood presentation specifics:

We have **ALREADY** identified Robin Hood's challenges, so...

Please work in a group of 2 to prepare a presentation (it does not have to be Slides, PowerPoint, Prezi, etc.) approximately 5-7 minutes in length as though you are Robin Hood's most trusted adviser.

As a group of students studying crafting and implementing effective strategies, he has called upon you to advise him on how to proceed in light of the situation.

Please provide supporting analysis and persuasive argument for your recommended course of action (you must convince him to do what you suggest!) and you need to be specific about what to do and how to do it. You do not have to answer each of the following questions, but consider each of these as develop analysis and recommendations for your presentation.

You do not have to answer all of these questions but you may want to consider:

1. What **KEY** problems does Robin Hood have? What issues **MOST** need to be addressed?
2. What strategic options does Robin Hood have? Is continuing with the present strategy an option or is the present strategy obsolete?
3. What action plan would you recommend to Robin? Should he implement a new tax? If so, how should it be structured?
4. How should Robin implement the recommended plan? What action steps will need to be taken to make the recommended strategy work successfully?

5. BE CREATIVE! Should he create farms, franchises, employ a subscription-based model, manufacturing, off-shoring?

Chapter 3

Can You Say

3.1 Click here for Can You Say

Based on the Harvard Business Review article: *Can you say what your strategy is? By David Collis and Michael Rukstadt, please be prepared to answer the following questions:

1. Summarize briefly, what is the point of this article?
2. Be able to identify and explain the three core components of the strategy statement along with each of the **sub components**. You will need to know this!!!
3. Make sure you know what the examples in the article mean – what about Red Lobster? What about Boeing?
4. If there's a chart, look at it. If there's a graph, understand it. These are all good – and will be on your quiz.
5. Think of an organization of your choosing. How could you apply the ideas of this article to it? Could you write a strategy statement for that organization based on the principles of this article?

Chapter 4

GM and Ford EVs

Based on the *Wall Street Journal* article from June 22, 2022 entitled:

GM, Ford turn on each other into EV's, Detroit's greatest rivalry is intensifying in the race to take on Tesla

1. Summarize the key differences in how Ford and GM are strategically approaching the EV market
2. Which company do you believe has the correct or better strategy?
3. What is the market saying about each strategy? Is there currently a winner and/or loser?
4. Should Tesla be taking note of what these two companies are doing – why or why not? If so, what should Tesla do about it?

Chapter 5

Chapter 1: What Is Strategy?

5.1 SLOs

1. Explain the role of strategy in a firm's quest for competitive advantage.
2. Define competitive advantage, sustainable competitive advantage, competitive disadvantage, and competitive parity.
3. Assess the relationship between stakeholder strategy and sustainable competitive advantage.
4. Conduct a stakeholder impact analysis.
5. Explain the Analysis, Formulation, Implementation (AFI) Strategy Framework.

5.2 Key Terms

- Analysis, Implementation, Formulation (AFI) Strategy Framework.
- Competitive advantage.
- Competitive disadvantage.
- Competitive parity.
- Corporate social responsibility (CSR).
- Good strategy.
- Stakeholder impact analysis.
- Stakeholder strategy.
- Stakeholders.
- Strategic management.
- Strategy.
- Sustainable competitive advantage.

- Value creation.

Chapter 6

Chapter 2: Leadership & Strategy Process

6.1 FedEx

Based on the *Wall Street Journal* article from April 16, 2022 entitled:

For FedEx's Founder, the Sky Is Still the Limit

1. As a leader, founder and CEO, what does Fred Smith believe in?
2. Do you think Mr. Smith's *personal* beliefs have impacted who and what FedEx is?
3. If you do not agree with Fred Smith's worldview, find a business leader, company founder and/or CEO who has a worldview you share (at least in part). Who and why have you chosen?
4. How has this person's worldview shaped their company?

6.2 SLOs

1. Explain the role of strategic leaders and what they do.
2. Outline how you can become a strategic leader.
3. Compare and contrast the roles of corporate, business, and functional managers in strategy formulation and implementation.
4. Describe the roles of vision, mission, and values in a firm's strategy.
5. Evaluate the strategic implications of product-oriented and customer-oriented vision statements.
6. Justify why anchoring a firm in ethical core values is essential for long-term success.

7. Evaluate top-down strategic planning, scenario planning, and strategy as planned emergence.
8. Describe and evaluate the two distinct modes of decision making.
9. Compare and contrast devil's advocacy and dialectic inquiry as frameworks to improve strategic decision making.

6.3 Key Terms

- Autonomous actions.
- Behavioral economics.
- Black swan events.
- Cognitive biases.
- Cognitive limitations.
- Confirmation bias.
- Core values statement.
- Devil's advocacy.
- Dialectic inquiry.
- Dominant strategic plan.
- Emergent strategy.
- Escalating commitment.
- Groupthink.
- Illusion of control.
- Intended strategy.
- Level-5 leadership pyramid.
- Mission.
- Organizational core values.
- Planned emergence.
- Realized strategy.
- Reason by analogy.
- Representativeness.
- Resource-allocation process (RAP).
- Scenario planning.
- Serendipity.
- Stakeholders.
- Strategic business unit (SBU).
- Strategic initiative.
- Strategic intent.
- Strategic leadership.
- Strategic management process.
- Strategy formulation Strategy implementation.
- System 1.
- System 2.
- Theory of bounded rationality.
- Top-down strategic planning.

- Upper-echelons theory.
- Vision.

6.4 Checkout Popeyes

Chapter 7

Chapter 3: External Analysis

Chapter 8

Chapter 4: Internal Analysis

Chapter 9

Chapter 5: Competitive Advantage & Business Models

9.1 McDonald's

Based on the *Wall Street Journal* article from June 22, 2022 entitled:

McDonald's Revamps Franchises

1. What is a business model?
2. Summarize McDonald's business model?
3. What is a competing business model for a company operating in the same industry?
4. What challenges does McDonald's have and how are they tackling them?

Chapter 10

Chapter 6: Differentiation & Cost Leadership

Chapter 11

Chapter 7: Innovation

Chapter 12

Chapter 8: VI & Diversification

Based on the *Wall Street Journal* article from June 24, 2022 entitled:

Walmart Steps Up Cloud Capability

1. Identify the risks for Walmart to outsource 100% of its cloud computing?
2. Identify the risks for Walmart to outsource 100% of its cloud computing?
3. What is Walmart trying to achieve with the hybrid model?
4. Identify a company in the EV industry trying to use a similar “hybrid” model. Give specifics of company and case.
5. Why the company you identified in point 4 going “hybrid”? Identify the risks and benefits for this EV company.

Chapter 13

Chapter 9: SA, M & A