

## ECB 362: STRATEGIC MANAGEMENT

**Professor:** David W. Chown, Ph.D.  
**Office:** Cole Library 217 **Office Phone:** 319-895-4236  
**Email:** [DChown@cornellcollege.edu](mailto:DChown@cornellcollege.edu)

### GENERAL CLASS SCHEDULE

M-F 9:00 – 11:00 a.m. & 1:00 – 2:30 p.m. (Adjustments will be made, as needed, throughout the term.)

### REQUIRED COURSE MATERIALS

Thompson, Peteraf, Gamble, and Strickland *Crafting & Executing Strategy: Concepts and Cases*, 21<sup>st</sup> Edition, McGraw-Hill, 2018.

### COURSE OVERVIEW AND OBJECTIVES

The purpose of this course is to provide a capstone, case-based analytics experience in strategic management. Strategic Management will be studied both as a field of academic study (content, research), and as an area with direct application to management, leadership, and, ultimately, the success of organizations.

Specific topics to be discussed include (but are not limited to): (1) strategy and its origins and history; (2) mission and vision; (3) analysis of the external environment; (4) analysis of internal capabilities of the organization; (5) types and applications of generic strategies; (6) competitive positioning and how it is strengthened (7) strategies for international markets; (8) strategic diversification and multibusiness companies; (9) managing the mix of ethics, social responsibility, and sustainability through strategy; (10) building organizational structures to realize strategic execution; and (11) managing operations, corporate culture, and leadership to achieve strategic execution. Topics in this course will be viewed from both an evidence-based perspective and a practical perspective reflective of the demands placed on organizations (and executives and strategists within them) with regard to strategic thinking, analysis and execution. This course is designed to facilitate both knowledge and skill acquisition; it supports the Educational Priorities and Outcomes of Cornell College with emphases on knowledge, communication, and intercultural literacy and includes the following general objectives:

Develop a conceptual understanding of the key issues involved in strategic aspects of organizations.

Develop the knowledge and skills necessary for both creating and implementing effective strategies and the capacity to manage the strategic process.

Develop a strong value for evidence-based approaches to decision-making in organizations and their potential for improving the quality of people management activities.

Demonstrate the ability to apply evidence-based approaches to crafting effective strategies in organizations.

Improve writing, teamwork, critical thinking, discussion, and presentation skills through course requirements and class activities.

### CLASS FORMAT AND PREPARATION EXPECTATIONS

This course is designed to be more discussion/activity/case based, as opposed to a lecture format. Therefore, it is both encouraged and expected of students to share knowledge regarding topics in the course, and also personal experiences with and opinions on the issues presented in the course. Students are expected to keep current in daily reading to be able to fully understand material discussed in class in small groups (active learning cycles and case analysis); and are expected to have read the assigned readings prior to coming to class. There will be a mix of pedagogical techniques used in this class, including readings, active learning discussions, critical analysis, group work, and heavy emphasis upon case analysis. This mix is designed to facilitate three learning goals: (1) demonstrated application of learning on the topics in this course and cumulative learning from prior courses; (2) the application of this knowledge to life issues and organizations; and (3) skill building and skill development in the areas that influence strategic management and leadership in organization settings.

### ASSESSMENTS

<b>2 exams (100, 50 points each; mix of M/C, short-answer and essay).....</b>	<b>150</b>
<b>In-class activities (active learning cycles/discussions) .....</b>	<b>60</b>
<b>In-class case reports (4 @ 25 points each) .....</b>	<b>100</b>
<b>Written/detailed case reports 4 @ 45 points each).....</b>	<b>180</b>
<b>Project report/presentation .....</b>	<b><u>110</u></b>
<b>Total Points:</b>	<b>600</b>

**A. EXAMS:** Each exam will consist of some multiple choice items plus short-answer and essay items. The exams will cover material from the assigned readings and especially from in-class activities and class discussions. Exams are designed to test your knowledge of the material as well as your ability to apply that knowledge to relevant situations and problems. Specific format and details regarding the exams will be discussed further in class. Exam 1 (100 points) will cover the first eight text chapters; exam 2 (50 Points) will cover text chapters 9-12.

**B. WRITTEN CASE REPORTS:** The four written cases/reports come from the text. Questions for them will be provided by the instructor, and will be posted to Moodle. Format specifics will be discussed further in class; the basics are: 1) an executive summary of the key points in the case and analyses to be presented, followed by 2) (numbered) case answers, and 3) a concluding summary of takeaways or learning points from the case. These assignments may be completed individually, but students are strongly urged to collaborate in preparing the cases - groups of 2 or 3 will be allowed; no reports from groups of 4 or more will be accepted. These cases are very likely to be more in-depth than students have experience in prior courses. Case reports will be more in the range of 6 - 12 pages or more, plus attachments, as opposed to the usual 2 or 3 pages. Students are encouraged to review the material in the *Guide to Case Analysis* located in the text just after Case 31 at the earliest convenience. Case reports may either be turned in at class (hard copy) or on-line via Moodle (do not email homework assignments!). Assignments are worth 45 points each. The written cases are:

**Case 4 Costco****Case 16 Tesla****Case 17 South African Wine Industry****Case 21 Mondelez International**

**C. FINAL PROJECT REPORT (70 points):** Students, in groups of 3 or 4, will assume the role of a strategic consulting firm and pick an emerging industry, or leading-edge industry with potential, to present to a hypothetical venture capital (angel) group as a recommended industry in which to invest. The report will necessitate a thorough analysis of the industry using techniques from the course (PESTEL, 5-forces, driving forces, financials, etc.) to demonstrate the attractiveness of the chosen industry, and the relative risk, to the investment group. The report should present compelling arguments in support of the attractiveness of the chosen industry, compare it when possible to other historic emergent high growth industries, and - essentially - convince the investors that they should give the industry serious consideration.

**D. FINAL PRESENTATION (40 points):** The scenario is that the student strategic consulting firm will make their presentation ("pitch") to representatives of the venture capitalists. Each group will do an oral presentation (with slides or other visual aids) that summarizes, for the hypothetical venture capitalists, the key aspects of the attractiveness of the industry, including a review of pertinent supporting analyses and supporting materials developed in the written report. Groups will be allotted a 25 minute time slot (see schedule), with approximately 20 minutes for the presentation and 5 minutes for questions and answers. Class members will be provided assessment forms to aid in preparing the presentations, and in assessing other groups' presentations.

**E. Grading Scale:**

A	94-100%	B+	87-89%	C+	77-79%	D+	67-69%
A-	90-93%	B	84-86%	C	74-76%	D	64-66%
		B-	80-83%	C-	70-73%	D-	60-63%

**POLICIES**

**Record-keeping:** You must save copies (electronic or hard-copy) of all the assignments and papers you hand in for this course. In the event of loss or mix-up, you will be responsible for producing a copy. If you cannot, you will not receive points for that assignment.

**Attendance and Participation:** Although attendance and class participation are not explicitly rewarded with points, they are both strongly encouraged. As noted above, the exams will consist of material from the readings, classroom activities, and active learning discussions, so it is definitely to your advantage to attend class. In the event that you have to miss a class, it will be your responsibility to find out, from your classmates, what you missed. Several class periods will include activities resulting in points being awarded for their completion; they cannot be made up under normal circumstances.

**Late Work:** Assignments must be submitted (in class or online) by the start of the class at which they are due (see schedule) or time specified on Moodle. Assignments will not be accepted late. In addition, please do NOT email homework assignments! Final projects will also NOT be accepted late.

**Make-up exams:** Make-up exams will only be considered if there is a real emergency or documented illness. Academic

**Honesty:** Cornell College expects all members of the Cornell community to act with academic integrity. An important aspect of academic integrity is respecting the work of others. A student is expected to explicitly acknowledge ideas, claims, observations, or data of others, unless generally known. When a piece of work is submitted for credit, a student is asserting that the submission is her or his work unless there is a citation of a specific source. If there is no appropriate acknowledgement of sources, whether intended or not, this may constitute a violation of the College's requirement for honesty in academic work and may be treated as a case of academic dishonesty. The procedures regarding how the College deals with cases of academic dishonesty appear in The Catalogue, under the heading "Academic Honesty."

**Students with Disabilities:** Cornell College makes reasonable accommodations for persons with disabilities. Students should notify the Coordinator of Academic Support and Advising and their course instructor of any disability related accommodations within the first three days of the term for which the accommodations are required, due to the fast pace of the block format. For more information on the documentation required to establish the need for accommodations and the process of requesting the accommodations, see <http://www.cornellcollege.edu/academic-support-and-advising/disabilities/index.shtml>.

**In Case of a Campus Emergency:** In the event of a major campus emergency, course requirements, deadlines and grading percentages are subject to changes that may be necessitated by a revised course calendar or other circumstances. E-mail or Moodle will be used to provide information and updates regarding any changes in this course: ECB 362 Spring 2019 (Block 6) Chown.

#### COURSE SCHEDULE, TOPICS, AND ASSIGNMENTS

CLASS PERIOD	TOPIC	ASSIGNED READING, ETC.
<b>Mon February 11 a.m. p.m.</b>	<b>Strategy &amp; its importance In-class activity: practice case</b>	<b>Chapter 1</b>
<b>Tue February 12 a.m. p.m.</b>	<b>Mission, vision, core values</b>	<b>Chapter 2</b>
<b>Wed February 13 a.m. p.m.</b>	<b>Evaluating the external environment</b>	<b>Chapter 3</b>
<b>Thu February 14 a.m. p.m.</b>	<b>Company competitive analysis 1st In-class case: 1 <i>Mystic Monk</i> completion &amp; <b>turn-in</b></b>	<b>Chapter 4</b>
<b>Fri February 15 a.m. p.m.</b>	<b>The five generic strategies</b>	<b>Chapter 5 1<sup>st</sup> Written Case: 4 <i>Costco</i> - <b>is due</b></b>
<b>Mon February 18 a.m.</b>	<b>Strengthening competitive position</b>	<b>Chapter 6</b>

Mon February 18 p.m.

Tue February 19 a.m.  
p.m.

Competing internationally

Chapter 7

2<sup>nd</sup> In-class case: 5 *Craft Beer Industry* completion & **turn-in**

Wed February 20 a.m.  
p.m.

Diversification strategies

Chapter 8

2<sup>nd</sup> Written Case: 16 *Tesla* - **is due**

Thu February 21 a.m.  
p.m.

**Exam 1** (Chapters 1-8)

Overview of Chapters 9-12

Fri February 22 a.m.  
p.m.

Ethics, social responsibility & sustainability

Chapter 9

Mon February 25 a.m.  
p.m.

People, structure, execution

Chapter 10 & 11

3<sup>rd</sup> In-class case: 6 *TOMS Shoes* completion & **turn-in**

Tue February 26 a.m.  
p.m.

Operations & corporate culture

Chapter 11 & 12

3<sup>rd</sup> Written Case: 17 *S. African Wine Industry* **is due**

Wed February 27 a.m.  
p.m.

**Exam 2** (Chapters 9-12)

Thu February 28 a.m.  
p.m.

4<sup>th</sup> In-class case: 31 Conflict Palm Oil & Pepsico's ethical dilemma **turn-in**

Fri March 1 a.m.  
p.m.

Written Case 4: 21 *Mondelez International* - **is due**

Mon March 4 a.m.  
p.m.

Presentation prep

Tue March 5 a.m.  
p.m.

Presentations (groups and time slots TBD)

Presentations

Written report **is due**

Wed March 6 a.m.

Presentations (if needed)