

STRATEGIC ANALYSIS

MANA 6A83

Spring Semester 2023

Section 13834 / 15520 / 17941

rev. cw093020

INSTRUCTOR CONTACT INFORMATION:

Instructor: Dr. C.L. Wesley II, Ph.D., MBA
Office: Management Department Offices
Office hours: Monday through Friday upon request

Email: send email via Blackboard
cwesley@bauer.uh.edu

PREREQUISITES

Please contact your MBA advisor if you have any questions.

COURSE MEETING TIMES AND LOCATION

Asynchronous Online (13834 / 15520): Student class videos post by Monday each week.

Synchronous Online (17941): Monday, 6 p.m. – 9 p.m. via Zoom

COURSE MATERIALS

Text: Hitt, M.A., Ireland, R.D., and Hoskisson, R.E. Strategic Management Competitiveness and Globalization, Concepts and Cases. 12th Edition. Thomson South-Western Publishers.

I will be teaching from the above text. I advise you gain access to ANY version of the text listed above. Please go to <https://www.cengage.com> to purchase an electronic copy of the course text.

You will not use any case from this course text. Your cases will be three movies:

- a. *Fyre: The Greatest Party That Never Happened* (2019)
- b. *The Founder* (2016)
- c. *Beer Wars* (2009)

COURSE COMMUNICATION

Please ensure you monitor your Blackboard email and the course Blackboard page. I will communicate extensively through Blackboard and post assignments and course material via Blackboard. You should expect a response within 24 hours for communications that occur during the week. You should not expect responses during the weekend.

COURSE DESCRIPTION

MANA 6A83 is intended to be a challenging, rigorous, and stimulating course for the graduate business student. This course is designed to study the firm from the perspective of top management. The central focus, therefore, is on holistic strategic management of the firm as opposed to the functional orientation that you have experienced in most previous courses. This requires more than mere integration of those functional areas of study. By the end of the course, students should be able to:

- Analyze industry structure and environmental trends.
- Assess a firm's resources for their potential to generate a competitive advantage.
- Explain how firms can add value across diverse lines of business.
- Understand the elements of the strategic management process.

The overarching purpose for the course is to sharpen your ability to think strategically and to diagnose situations from a strategic perspective. Moreover, to be successful in this section you will need to display the following attributes and skill set required to be a successful professional:

- Accountability
- Punctuality
- Work ethic
- Common sense
- Flexibility
- Teamwork
- Sound Judgment

COURSE WORKLOAD

The course curriculum is administered in two distinct online formats. In the asynchronous format, specific class course (i.e., text chapters) instruction videos are post a week prior to the assigned week for each text chapter. Each student is required to watch the class instruction videos. Students in my synchronous section (17941) should watch each video prior to class. For asynchronous students, submissions (section 13834 / 15520 students; absent students for section 17941) due dates for weekly individual and team assignments are the following Monday morning prior to class. Case assignment material and the final exam are due as listed in the syllabus. To reiterate:

2. Class course instruction videos post on Tuesday prior to the following class week (Monday-Friday). They remain posted for two weeks. All instructional videos will be reposted during the final exam period.
3. Assigned class activities also posted Tuesday and are due the Monday morning after the assigned class week (i.e. section 13834 / 15520 students; absent students for section 17941).

Other assigned coursework includes:

4. There are three movies used as case studies in this course:
 - a. *Fyre: The Greatest Party That Never Happened* (2019)
 - b. *The Founder* (2016)
 - c. *Beer Wars* (2009)
5. There is a team developed case analysis on an assigned business, organization, or new venture. The required submissions include:
 - a. Weekly submissions of the developing work product (3-4 pages each)
 - b. An in-person or video presentation (15-20 minutes)
6. Each student will take an open-book open-note final examination.

There are no make-ups or extra credit for missed assignments (in-class or otherwise). Students who require their course instruction to pause due to personal emergencies should advise the instructor well before assignments are due.

GRADING

Students earn final course grades based upon the standard 10% scale:

A:	93% or above
A-:	90% - 93%
B+:	87% - 90%
B:	83% - 87%
B-:	80% - 83%
C/C-:	70% - 80%
D:	60% - 70%
F:	below 60%

Grading Distribution

Case Analysis – Part I	40%
Case Analysis – Part II	20%
Final Examination	30%
Class Participation / Collaboration	10%

Class Participation / Collaboration

Each class will have groups of 4-5 people working on a variety of tasks related to the cases and chapters. Each person may be requested to identify team members who contribute above and/or below what is expected of each team member in a survey after each class and each assignment submission.

Please note actions that garner positive and negative feedback from the instructor may impact your final grade, including positive and negative team participation feedback provided by your peers.

The instructor reserves the right to confer any grade for any assignment based on such feedback.

Case Analysis

Teams of 3-5 people will be assigned a business, organization, or new venture for which they will independently analyze. The team will be responsible for providing recommendations as consultants by leveraging the course content to resolve a set of current business challenges.

Your analysis will be from public sources and access to all sources used must be provided to the instructor. As this is an interactive format, sources may include annual reports, 10K reports, magazine and newspaper articles, press releases, Internet sources, and investment analysts' reports. An abbreviated financial impact analysis is expected.

There are two parts to the assignment. Please refer to Blackboard for the assignment instructions.

Final Exam

A final exam will be administered to each course section. Access to the exam will be given by the final class period. The final exam will be due by 11:59 p.m. on the date of the final exam period assigned by the Bauer COB. No late submissions will be accepted for grading.

Class Assignments with Grading Rubrics

Some assignments have an assigned rubric; assignments are graded from this rubric.

The rubric is NOT ADVISORY; your assignment will be graded based upon the rubric. The assignment score sheet is a reflection how well you accomplish each rubric objective.

Ensure you draft your assignment according to the rubric guidelines and pay close attention to the value of each assignment objective.

In-Class Assignments

Critiques of business situations are an integral part of your development as a business professional. Cases in this course are designed for you to properly integrate the curriculum in current business situations and to learn to retrieve, select, and analyze information to make sound business decisions. The instructor will provide you with a business situation and a variety of resources from which to begin your assessment. However, the information provided may be insufficient to make a complete, accurate assessment from which to make a sound business decision. Therefore, you will be required to seek information from a variety of sources.

In class, you can expect to be placed in 4-5 person teams to address a particular concept or issue related to the assigned case and/or course concepts. Your team will address the class and be assessed on how well you seek for amplifying information, integrate information into a coherent, comprehensive situational assessment, and justify your assessment and recommendations.

Instructor Discretion

Due dates for assignments may be changed at the discretion of the instructor.

While there is a set grading system for this course, as instructor I reserve the right to adjust any grade (i.e. assignments or otherwise) to reflect your contributions (or lack thereof) to the course.

POLICIES

Messages and Memos for Me. I prefer to be contacted via Blackboard. I do not recommend contacting me by phone or leaving messages on my office voice-mail because I often do not receive those messages in a timely fashion. Please abstain from contacting me via my office email unless absolutely necessary as I compartmentalize my course administration on Blackboard. This does mean do not contact me in any way other than Blackboard unless it is deemed urgent by me.

Course Delivery Format. Section 13834 / 15520. This course is taught asynchronously, which means there is no designated day or time assigned to the course (although optional synchronous sessions are possible, such as virtual office hours or discussion groups). Asynchronous instruction generally involves accessing content, such as recorded video lectures, readings, discussion prompts, assignments, and assessments during a flexible time frame, with due dates as specified. This course will have a final exam at the course conclusion. The exam will be asynchronous, and the date and time that it will be released and due will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

Course Delivery Format. Section 17941. This course is being offered in the synchronous online format. Synchronous online class meetings will take place according to the class schedule. There is no face-to-face component to this course. In between synchronous class meetings, there may also be asynchronous activities to complete (e.g., discussion forums and assignments). This course will have a final exam per the University schedule. The exam will be delivered in the synchronous online format, and the specified date and time will be announced during the course. Prior to the exam, descriptive information, such as the number and types of exam questions, resources and collaborations that are allowed and disallowed in the process of completing the exam, and procedures to follow if connectivity or other resource obstacles are encountered during the exam period, may be provided.

Syllabus Changes. Please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through Blackboard.

Attendance and Participation. Attendance in class and participation in group activities is an important part of class participation. While attendance is not mandatory, the accountability for the course instruction and assignments is mandatory. Please interact with me and/or you classmates for any information you may have missed as your absence or inability to participate will not be an excuse for missed assignments, missed opportunities for class participation, etc. There will be no opportunity to make-up missed work from synchronous course instruction.

Moreover, unprofessional and disrespectful behavior will not be tolerated. Behavior outside the boundaries of acceptable behavior may negatively impact your final grade and may subject you to being disenrolled from my section of the course.

All assigned course material is to be read or viewed for class and all students are expected to be able to discuss each set of material in class (or in asynchronous group sessions). Not meeting this expectation may be reflected in your final grade.

Excused Absence Policy. Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston Graduate Excused Absence Policy for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Additional policies address absences related to military service, religious holy days, pregnancy and related conditions, and disability.

Voluntary Withdrawal. Students who desire to withdraw from the course may attempt to do so at any time before the end of the semester.

Course Incomplete (I). Under extreme unforeseen circumstances, student may request a course grade of Incomplete. This request will be honored only when the student also withdraws from concurrently enrolled courses. Students will begin an independent study of MANA 6A83 with its completion require approximately 12-months from the end of the current semester. The student will remain in the instructor of record and not have an ability to retake the course outside the bounds of their original registered course section.

Grade Disputes. As always, I'm open to conversations regarding your performance in the course. Students who wish to review their grade on assignments and assessments must request to do so in writing.

Conversations concerning grades require the following before we can proceed in a productive conversation: (1) a written request that (2) highlights specific concerns regarding the graded assignment, (3) your current course standing, and (4) the highest grade you can attain in the course given your present standing. Furthermore, students must submit documented evidence as to why the grading is not an accurate reflection of their work and/or effort. Upon submission of this documentation, the instructor and student will set a time to review the assignment/assessment. Be advised, a holistic meeting concerning your performance in class will occur.

Class Presentations. Business casual dress is required for all team members during their assigned class presentations unless otherwise stated by the instructor.

Class Collaboration. The all work in this course except the Final Exam are collaborative assignments.

For the Final Examination, each student may only use their original notes, their own text, and any team content for which they are a co-author. Sharing notes, books, or co-authored video content during the administration period of the Final Examination is considered assignment assistance and subject the involved students to sanctions with respect to academic misconduct.

Electronic Device Policy. While electronic devices are allowed and encouraged in class, disruptions caused by their use are not.

Webcams. Access to a webcam is required for students participating remotely in this course.

Recording of Class. Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Center for Students with DisABILITIES. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

Late Assignments. Such assignments will not be accepted for grading.

Familiar Relationships. Persons in this course section related by blood, are/have been married, or are/have been in a close relationship shall self-identify so the instructor can properly manage group assignments.

ADA Statement. The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. Moreover, the C.T. Bauer College Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive formal academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400), and present approved accommodation documentation in a timely manner.

If you believe you have a disability requiring an accommodation, please inform me that you require an accommodation during the first week of class and contact the appropriate University of Houston department for accommodation recommendations. Any paperwork you feel necessary to submit to me should be submitted to the department administrative support team on the 3rd floor. Do NOT reveal your underlying disability to me; simply request your desired accommodation.

ACADEMIC INTEGRITY STATEMENT

The UH Academic Honesty Policy is strictly enforced by the C.T. Bauer College of Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the UH Student Handbook which can be found at <http://www.uh.edu/dos/hdbk/acad/achonpol.html>. Students are expected to be familiar with this policy.

I define the following as academic misconduct:

1. *Cheating:* Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices or materials in any academic exercise.
2. *Fabrication:* Making up data or results, and recording or reporting them; submitting fabricated documents.
3. *Falsification:* Manipulating research materials, equipment or processes, or changing or omitting data or results such that the research is not accurately represented in the research record.
4. *Multiple submissions:* Submitting substantial portions of the same work (including oral reports) for credit more than once without authorization from the instructor of the class for which the student submits the work.
5. *Plagiarism:* The appropriation of another person's ideas, processes, results, or words without giving appropriate credit.
6. *Complicity:* Intentionally or knowingly helping, or attempting to help, another to commit an act of academic dishonesty. Having knowledge of an act of academic dishonesty and not reporting it.
7. *Abuse and Misuse of Access and Unauthorized Access:* Students may not abuse or misuse computer access or gain unauthorized access to information in any academic exercise.
8. *Violation of Departmental or College Rules:* Students may not violate any announced departmental or college rule relating to academic matters.

Suspected violations will be referred to the appropriate authority and the student will receive no credit for the assignment in question *unless and until* exonerated by the appropriate authority. Furthermore, students found accountable for student academic misconduct will fail the course.

Honor Code Statement. Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: "I understand and agree to abide by the provisions in the University of Houston Graduate Academic Honesty Policy. I understand that academic honesty is taken very seriously and, in the cases of violations, penalties may include suspension or expulsion from the University of Houston."

HELPFUL INFORMATION

Coogs Care: <https://www.uh.edu/dsaes/coogscare/>

Laptop Checkout Requests:
<https://www.uh.edu/infotech/about/planning/off-campus/index.php#do-you-need-a-laptop>

Health FAQs: <https://uh.edu/covid-19/faq/health-wellness-prevention-faqs/>

Student Health Center: <https://uh.edu/class/english/lcc/current-students/student-health-center/index.php>

TENTATIVE SCHEDULE

WEEK	DATE	TOPIC
1	MAR 20	Course Administration / Overview of Strategy Chapter 1: Strategic Management and Strategic Competitiveness
2	MAR 27	Chapter 2: The External Environment <i>Case Analysis Part 1a Due April 3 @ 8 a.m.</i> <i>Class Participation Video due April 3 @ 8 a.m.</i>
3	APR 3	Chapter 3: The Internal Organization <i>Case Analysis Part 1b Due April 10 @ 8 a.m.</i> <i>Class Participation Video due April 10 @ 8 a.m.</i>
4	APR 10	Chapter 4: Business – Level Strategy <i>Case Analysis Part 1c Due April 17 @ 8 a.m.</i> <i>Class Participation Video due April 17 @ 8 a.m.</i>
5	APR 17	Chapter 5: Competitive Rivalry and Competitive Dynamics <i>Case Analysis Part 1d Due April 24 @ 8 a.m.</i> <i>Class Participation Video due April 24 @ 8 a.m.</i>
6	APR 24	Chapter 6: Corporate – Level Strategy <i>Class Participation Video due May 1 @ 8 a.m.</i>
7	MAY 1	Case Analysis Presentations (Part 2) <i>Case Analysis Part 2 Due May 1 @ 6 p.m.</i>
8	MAY 8	FINAL EXAM DUE

All Class Participation submissions (including surveys) are due on Monday at 8 a.m. following the particular class.
***** Due dates for assignments may be changed at the discretion of the instructor. *****

FILE SUBMISSION INSTRUCTIONS

1. Submit your files using Microsoft Office products. Do not submit your work as a PDF.
2. Submit your files using the requested naming protocol for each assignment. They are listed below:

Case Analysis Submissions

extenv.lastname1.lastname2.lastname3.lastname4.docx
 intorg.lastname1.lastname2.lastname3.lastname4.docx
 busstrat.lastname1.lastname2.lastname3.lastname4.docx
 rival.lastname1.lastname2.lastname3.lastname4.docx
 problems.lastname1.lastname2.lastname3.lastname4.pptx
example: "extenv.wesley.dewey.cheetum.howe.docx"

Alternate Submissions for Class Participation

class#.lastname1.lastname2.lastname3.lastname4.lastname5.docx
example: "class1.biden.harris.pence.trump.docx"