

# STRATEGIC MANAGEMENT

## MANA 6A83: Section 18443

Fall 2017

CEMO 101

Wednesdays 6-9 PM

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### COURSE TEXT

Hoskisson, R.E., Hitt, M.A., Ireland, R.D., Harrison, J.S., Competing for Advantage, 3<sup>rd</sup> Ed., Thomson South-Western, Mason: OH; 2013. ISBN: 978-0-538-47516-7

### COURSE DESCRIPTION

Strategic Management is a core course for students in the MBA program. It is intended to introduce students to the topic of strategy and the strategic choices that are made by organizational decision makers. The perspective is the organization as seen by general managers, particularly the top management team. In some cases the unit of analysis may be a division or an organizational unit, but in most cases the object of study is the entire organization. Strategic Management is concerned with the determination of the objectives of the organization and the policies and procedures that are necessary for the organization to attain its objectives.

### COURSE OBJECTIVES

1. To introduce students to a strategic conceptual framework
2. To introduce and familiarize students with a set of analytical tools
3. To help students understand the organization and the strategy process so that subsequent classes in specialized areas can be put into a strategic context
4. To help students sharpen their analytical and reasoning skills
5. To help students practice their oral and written communication skills

## COURSE STRUCTURE

This class will be heavily dependent on student discussion. Part of each class will involve a discussion of the textbook chapter assigned for that class. There will be a group presentation of a current event related to the chapter each week. In addition, students who have conducted an analysis of their company in terms of the topic for the week will describe how the topic relates to their company. There will be at least one book chapter to be read each week.

## COURSE GRADES

<u>Assignment</u>	<u>Total Points</u>
Current Event Paper (group)	30 pts.
Current Event Presentation (group)	10 pts.
Company Analysis paper	40 pts.
Peer Evaluation	20 pts.
Exam	100 pts.
<b>Total Possible Points</b>	<b>200 pts.</b>

## Grading

<b>Grade</b>	<b>Total Points</b>	<b>Grade</b>	<b>Total Points</b>
<b>A</b>	186 and above	<b>C</b>	146 – 153
<b>A-</b>	180 - 185	<b>C-</b>	140 - 145
<b>B+</b>	174 - 179	<b>D+</b>	134 – 139
<b>B</b>	166 - 173	<b>D</b>	126 – 133
<b>B-</b>	160 - 165	<b>D-</b>	120 – 125
<b>C+</b>	154 - 159	<b>F</b>	Below 120

## Exam

There will be one exam of 50 multiple-choice questions worth 2 points each. The Exam will be held in class on Wednesday October 11, 2017.

## Group Current Event

Students will sign-up for groups (sign-up sheets will be available on the first class day). Each group will select a class topic (essentially the chapters to be discussed in class each week) and will find an article describing a relatively recent event (within the last year) that illustrates or raises questions about one of the concepts described in the chapter associated with the chosen topic. **The article needs to be attached to the paper.** If the article is only in hardcopy, the hardcopy may be submitted to the instructor on the day the paper is due. The paper will be submitted to Turnitin via Blackboard.

The paper needs to explicitly address which concept in the book is at issue and how the event relates to that concept. The writer is expected to go beyond merely naming the concept and identifying the connection but should also describe why this example is interesting and what lessons could be drawn or questions could/should be asked about this event.

Grammar and syntax are important and will be taken into consideration when grading. Consider reading the paper out loud to discover poorly written sentences or grammatical errors. These papers are generally between 3 and 5 pages long (double-spaced, Times New Roman or Arial, 12pt font). This is a guideline not a hard and fast rule.

In addition, on the day the paper is due (the day the topic will be discussed in class), the group will be required to present the current event to the class summarizing the article and explaining the relationship to the topic – this should take NO MORE than 15 minutes. The presentation should use some form of media (typically PowerPoint or Prezi – but you can use anything). The grade for the paper is 30 points and the grade for the presentation is 10 points.

A sign-up sheet for each week will be available the first two class periods. Slots are available on a first-come first served basis. Papers and presentations are due on the day the chapter is being discussed

## Peer Evaluation

In addition to submitting a paper and a presentation, each member of the team is required to submit a peer evaluation of the contribution of the other members of the team. The degree to which each team member participated in the team

project is worth 20 points and is a consequence of the peer evaluation. Students who do not submit a peer evaluation will receive a grade of 0 for their peer evaluation grade (regardless of the assessments of their colleagues).

### **Individual Mini-company analyses**

In addition to the group current event, each person will submit one brief paper (2 to 4 pages) analyzing his or her employer in terms of the topic for the week. For example, if a student signs up for the Business-Level Strategy week, they will be expected to analyze the business level strategy of their company. The analysis should cover those aspects of the chapter that are salient to their firm, it is not necessary to try to cover the entire chapter. The paper should be double-spaced and use Times New Roman or Arial 12 point font. The paper will be submitted through Turnitin on Blackboard.

In addition to submitting a written paper, the student will make an oral report to the class about their company and the results of their analysis. This oral report should take no longer than 3 minutes. **Students should NOT be making use of confidential or proprietary company information!!** Information used to conduct the analysis should be based on the student's observation of the company and any publicly available information. This assignment is worth 40 points.

A sign-up sheet for each week will be available the first two class periods. Slots are available on a first-come first served basis. Papers and oral reports are due on the day the chapter is being discussed.

### **Referencing**

**Note Regarding Plagiarism for all papers:** all quotations and **paraphrases** (including any references to data or information obtained from a source other than the author's personal knowledge) must be referenced. Any commonly accepted method of citation referencing is permissible. Please check your paper to make sure you have properly cited your sources. "Cutting and pasting" without acknowledging the source is an act of plagiarism and will be treated as such. All papers (company analyses as well as current events) are expected to use proper referencing. Papers that do not acknowledge their source material will lose points from their grade (5 points; in the case of the group current event, each member of the group will lose the 5 points).

## **NOTES ON CLASSROOM POLICIES**

- It is expected that a variety of viewpoints will be represented in class discussion. This is important and necessary for strategic analysis. All opinions are worth hearing and are to be respected.
- The University of Houston 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 University of Houston Student Handbook. Students are expected to be familiar with this policy.
- The C. T. Bauer College of Business would like to help students who have disabilities achieve their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone: 713 743-5400), and present approved accommodation documentation to their instructors in a timely manner.
- Writing is important and is taken seriously in this class. Errors of grammar, syntax, and spelling indicate either haste or a lack of clarity in thinking. Consider having spouses/roommates/friends read your reports before submission. Also, there is a Writing Center on campus that is available for your use and consultation. The UH Writing Center is located in 217 Agnes Arnold.
- Please be considerate in your use of pagers and cell phones. Turn them off unless it is absolutely necessary.
- The Bauer College has a policy that requires all of its instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. We openly encourage students to provide feedback to the instructors and to the CBA through the evaluation process.