

## **MGT 490 SYLLABUS**

### **Strategic Management**

**(3 Units)**

**Fall 2013**

#### **Contact Information**

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#### **Instruction Materials**

##### **Text book and strategy game**

Online at bsg-online.com

#### **Online Resources**

- [Laulima](#)
- [McGraw-Hill Supplemental Website](#)
- [BSG Online](#)

#### **Course Information**

- **Strategic Management**
- Course Meeting Times : T Th 9:30 in UCB 101 and 3:30 in UCB 105

#### **Course Description**

Integrative capstone course using concepts of strategy formulation, competitive analysis, and strategy implementation as models for problem solving and decision making in an organizational setting. Computer software applications are used to aid in comprehensive case analysis.

#### **Course Prerequisites**

Admission to Professional Business Program, C or better in MGT 300, MKT 310, FIN 320, QBA 300 and senior standing

#### **Student Learning Objectives**

1. Analyze a variety of industries and competitive situations within the context of a global market environment.

2. Define and use the terminology and jargon of strategy correctly.
3. Integrate the knowledge from previous courses in the BBA program and demonstrate the appropriate use of this knowledge within an unstructured case

### **Course Assignments**

#### **In-class writing assignments, homework, and group work (20%)**

Exercises in impromptu writing and decision making are similar to what many jobs require. Being able to understand, evaluate and synthesize information and create a cogent argument in a limited time will serve you well both in future classes and in your career.

Being able to work in a group is an important skill; at the same time, graded group work presents fairness issues due to the well-known free rider problem. In-class group work allows you to hone your group work skills but does not allow another student's performance to affect your grade.

#### **Case presentation (15%)**

You will play the role of management consultant. You will integrate the information learned throughout your college career. You should be able to answer questions about the financial and practical feasibility of your proposals. You should be able to provide evidence that your proposals are likely to work.

#### **Case writeup (20%)**

You will have the opportunity to turn in a rough draft and revise. Your final writeup will include

A concise writeup of about five pages double spaced.

A bibliography that includes around 20 academic or government (e.g. census) sources. Every item in the bibliography must be used in the text. Every item cited in the text must be in the bibliography.

Appendices including charts and graphs of data. Please use APA format.

#### **Online BSG chapter quizzes 5%**

These will help you to understand and retain the material. These are the 10 question multiple choice quizzes, NOT the written end of chapter exercises.

#### **·The Business Strategy Game 20%**

You will play this game on your own, against other "companies" in your industry.

#### **· Final Exam 20%**

This is a comprehensive, multiple choice exam.

- **Professionalism**

You will not be able to pass this class without displaying professionalism, regardless of the quality of your other work. Your success as a business leader will depend on how you conduct yourself and interact with others. Timeliness is of utmost importance in most life endeavors, including in the workplace. Others depend upon you and you will operate on a series of deadlines. Professionalism requires that you present yourself in a way that inspires confidence and projects credibility. Turn off and put away cell phones, headphones and other electronic devices in class (Google “fired for texting”). Be present mentally as well as physically. Do not read, nap, have laptops, cell phones or other devices out, use headphones, or engage in personal grooming during class. No profanity or disrespectful behavior will be tolerated in class.

Grade	Percentage
A	93-100. Far exceeds the basic requirements of the assignment/course in a thoughtful and creative manner, applying the concepts beyond the basic requirements.
A-	90.0-92.999
B+	88.0-89.999
B	82.0-87.5 Exceeds the basic requirements of the assignment/class. Shows a deeper understanding of the material beyond the basic expectations.
B-	80.0-81.999
C+	78.0-79.999
C	72.0-77.999 Meets the requirements of the assignment/class without any major errors. Shows a clear understanding of the material and concepts.
C-	70.0-71.999
D	60.0-69.999 Meets the most basic requirements of the assignment/class, but with several errors showing a limited grasp of the material.
F	59.999 and below

**Grading rubric**

	<b>1=Not assessable</b>	<b>2=Approaching standard</b>	<b>3=Meets standard</b>	<b>4= Exceeds standard</b>
Clarity of language use for presentations	Language use introduces significant ambiguity	Language use detracts from the quality of stated arguments,	Language and word choice are appropriate.	The use of language is precise and highly competent, and enhances understanding.
Presentation style for presentations	Inaudible or incomprehensible, clearly distracting or inappropriate attire, minimal eye contact with audience, inappropriate vocabulary or profanity	Occasionally inaudible or unclear, occasional dropped eye contact, or overly casual vocabulary, monotone delivery	Mostly appropriate eye contact, clear diction, understandable from the back row, appropriate non-distracting attire, appropriate vocabulary	Appropriate eye contact, professional attire, clear well-modulated voice audible in the back row, professional but accessible vocabulary
Logic and Development for written work and presentations	There are significant flaws in structure, evidence, or relationship between evidence and conclusions. Citations may be inappropriate or missing. Research sources are underutilized or inappropriate; one or more parts of the outline is missing.  There is no written document to accompany the presentation.	Thesis or premises may be misstated or incomplete, Evidence is not presented, or may be opinion rather than fact; Conclusions are not supported by the evidence, or do not connect to the premise. Research is not exactly applicable or not interpreted thoroughly. One or more parts of the outline is underdeveloped.	Thesis and premises are stated and maintained throughout. Sufficient appropriate evidence is presented in support of major issues or arguments; Conclusions are clearly connected to the factual evidence and the premise. Research is cited and integrated appropriately.	Thesis and premises are stated, focused, and maintained throughout. Each premise is clearly and unambiguously stated; Exhaustive appropriate, relevant, and accurate factual evidence is presented. Conclusions are clearly connected to the factual evidence and the premises. Existing research is synthesized to produce new and

			All parts of the outline are addressed.	unexpected insights.
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**Make Up Policy:**

There are no makeups.

**Late Assignment Policy:**

Late assignments are not accepted.

**Attendance/Absence Policy:**

Some work will be done during class and cannot be made up. However, just as in many organizations, disruptive or distracting behavior is worse than an absence, both with regard to the classroom dynamic and to your grade. Each instance of unprofessional behavior such as electronics use, chatting, or leaving early will result in a ten point reduction in your final grade. It's better to miss class entirely than to do something unprofessional or distracting in class.

**University Policies**

- [Academic Policy](#)
- [Student Conduct Code](#)
- [Calendar](#)
- [Disability Services](#)

**Accommodations and Services**

You or your classmates may have a documented disability and may have special accommodations as a result. Please understand that such accommodations as extra time on assignments, a note-taker, special seating, or approved use of an electronic device are not forms of favoritism or cheating, but are arranged in advance by our Disability Services Office - Hale Kauano'e A Wing Lounge, 933-0816 (V), 933-3334 (TTY), [uds@hawaii.edu](mailto:uds@hawaii.edu) as required by federal law. If you require accommodation, please make arrangements with DS before the first day of class.

Week	NB	Topics
<b>Week 1 Aug 26-30</b>	Aug 30 last day to register or add	Using research

<p><b>Week 2 Sep 2-6</b></p>	<p>M Sept 2 Labor Day</p> <p>Sept. 6 Last Day to Completely Withdraw From Classes Without Owing Tuition. Student fees are still owed.</p> <p>Read Ch 1, Ch 2</p> <p>Complete online Ch 1 &amp; 2 quizzes and all work assigned in class</p>	<p>1. What is strategy and why is it important? A, E presents</p> <p>2. Charting a company's long term direction B, F presents</p>
<p><b>Week 3 Sep 9-13</b></p>	<p>Sept. 13 Last Day to Exercise Credit/No Credit</p> <p>Read Ch 3, Ch 4</p> <p>Complete online Ch 3 &amp; 4 quizzes and all work assigned in class</p>	<p>3. Evaluating a company's external environment C, G presents</p> <p>4. Evaluating a company's resources D, H presents</p>
<p><b>Week 4 Sep 16-20</b></p>	<p>Sept. 16 Last Day to Drop A Class Online without "W"</p> <p>Read Ch 5, Ch 6</p> <p>Complete online Ch 5 &amp; 6 quizzes and all work assigned in class</p>	<p>5. The five basic competitive strategy options E presents</p> <p>6. Supplementing the chosen competitive strategy F presents</p>
<p><b>Week 5 Sep 23-27</b></p>	<p>Read Ch 7, Ch 8</p> <p>Complete online Ch 7 &amp; 8 quizzes and all work assigned in class</p>	<p>7. Strategies for competing in global markets G presents</p> <p>8. Diversification strategies H presents</p>
<p><b>Week 6 Sep 30-Oct 4</b></p>	<p>Read Ch 9, Ch 10</p> <p>Complete online Ch 9 &amp; 10 quizzes and all work assigned in class</p>	<p>9. Strategy, ethics and social responsibility A presents</p> <p>10. Building an execution-capable organization B presents</p>
<p><b>Week 7 Oct 7-11</b></p>	<p>Read Chapters 11, 12 Complete online Ch 11 &amp; 12 quizzes and all work assigned in class</p>	<p>11. Managing internal operations C presents</p> <p>12. Corporate culture and leadership D presents</p>
<p><b>Week 8 Oct 14-18</b></p>	<p>Oct 18 Last Day to Drop with "W"</p>	<p>Strategy Game</p>

<b>Week 9 Oct 21-25</b>		Strategy Game
<b>Week 10 Oct 28-Nov 1</b>		1. What is strategy and why is it important? A, E workshops 2. Charting a company's long term direction B, F workshops
<b>Week 11 Nov 4-8</b>		3. Evaluating a company's external environment C, G workshops 4. Evaluating a company's resources D, H workshops
<b>Week 12 Nov 11-15</b>	Nov. 11 Holiday: Veteran's Day	5. The five basic competitive strategy options E workshops 6. Supplementing the chosen competitive strategy F workshops
<b>Week 13 Nov 18 -22</b>		7. Strategies for competing in global markets G workshops 8. Diversification strategies H workshops
<b>Week 14 Nov 25-29</b>	Nov. 28 Holiday: Thanksgiving Day	9. Strategy, ethics and social responsibility A workshops 10. Building an execution-capable organization B workshops
<b>Week 15 Dec 2-6</b>		11. Managing internal operations C workshops 12. Corporate culture and leadership D workshops
<b>Week 16 Dec 9-13</b>	Dec. 12 Last Day of Instruction	final presentations