

THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
The Bryan School of Business and Economics
Department of Business Administration

MBA 712-51: Strategic Management
Spring 2013

W 2:00 – 4:45PM Bryan 205

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Office Hours: W 5:00 – 6:00 PM
OR By Appointment

REQUIRED TEXTS/READINGS/REFERENCES:

TEXTBOOKS:

1. Grant, R. M. (2010). **Contemporary Strategy Analysis: Text and Cases, 7th edition**, John Wiley & Sons, ISBN# 9780470747094

READINGS (These readings will be placed on Blackboard, excluding the textbooks):

- Mintzberg, H. 1987. The strategy concept I: Five P's for strategy. *California Management Review (CMR)*, 30(1): 11-24.
- Porter, M. E. 1996. What is strategy? *Harvard Business Review (HBR)*, 74(6): 61-78.
- Hambrick, D. C. & Fredrickson, J. W. 2001. Are you sure you have a strategy? *Academy of Management Executive (AME)*, 15(4): 48-59.
- Rumelt, R. 2011. The perils of bad strategy. *McKinsey Quarterly*, June, 1-10.
- Karnani, A. 2010. The case against corporate social responsibility. *Wall Street Journal*, August 23.
- Porter, M. E. 1979. How competitive forces shape strategy. *Harvard Business Review (HBR)*, 57(2): 137-145.
- Porter, M. E. 2008. The five competitive forces the shape strategy. *Harvard Business Review*, 86(1): 78-92.
- Levitt, T. 1983. The globalization of markets. *Harvard Business Review (HBR)*, 61(3): 92-102.
- Porter, M. E. 1980. **Competitive Strategy: Techniques for Analyzing Industries and Competitors**. New York: Free Press.
- Porter, M. E. 1987. From Competitive advantage to corporate strategy. *Harvard Business Review*, 65(3): 43-59.
- Campbell, A., Gold, M., and Alexander, M. 1995. Corporate strategy: the quest for parenting advantage. *Harvard Business Review*, 73(2): 120-132.

- Gold M., and Campbell, A. 1998. Desperately seeking synergy. *Harvard Business Review*, 76(5): 131-143.
- Kim, W. C., and Mauborgne, R. 2009. How strategy shapes structure. *Harvard Business Review*, 87(9): 72-80.
- Bartlet, C. A., and Ghoshal, S. 2000. Going global: Lessons for late movers. *Harvard Business Review*, 77(2): 132-142.
- Ghemawat, P., and Hout, T. 2009. Tomorrow's global giants. *Harvard Business Review*, 86(8): 80-88.
- Arrunada, B., and Vazquez, X. H. 2006. When your contract manufacturer becomes your competitor. *Harvard Business Review*, 84(9): 135-144.
- Farrell, D. 2006. Smarter Offshoring. *Harvard Business Review*, 84(6): 84-92.
- Pisano, G. P., and Shih, W. C. 2009. Restoring America's competitiveness. *HBR*, 87(7/8): 114-125.

CATALOG DESCRIPTION:

This course examines the tools and techniques of strategic analysis, the formulation and implementation of competitive and corporate strategy for creating and sustaining competitive advantage.

COURSE OBJECTIVES:

1. Describe the tools of strategic and competitive analysis in different industry contexts.
2. Demonstrate how to integrate strategic analysis, strategy formulation and strategy implementation in an organization.
3. Discriminate relevant from irrelevant information in company and industry case studies, and assess the activities of top managers that allow them to create sustainable competitive advantage for their companies.
4. Apply the tools of strategic and competitive analysis in the global business environment by analyzing a firm's industry and strategy and developing recommendations.
5. Analyze the managerial task associated with crafting, implementing and executing company strategies and the actions managers can take to promote competent strategy implementation.
6. Synthesize the knowledge gained in a variety of different business and related courses, and the case discussions to craft and implement future business strategies for competitive advantage.

TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:

The delivery format of the course will involve a combination of lectures/discussions, case discussions of organizations from around the world, experiential exercises, and guest speakers from industry (if possible). Students would be required to write a team/group term paper on a business of their own choice, but preferably the business they've been assigned to consult. Final course grade would be based on class participation, a case written assignment, group leadership of cases, a group company and industry project and performance on final exam.

Class Participation

Due to the nature of the course, students are expected to come to the class with prior preparation. This is important as little can be gained from the class without such preparation. Students should therefore come to classes well prepared to share their thoughts and ideas with others in the class. The quality and quantity of contributions to the class discussions will determine the points awarded to each student.

Class participation has many facets in the course including:

- Attendance
- Courtesy (cell phones/pagers off; absence of extensive side conversations)
- Attentiveness (focus directed to whoever has the floor, not distracting others)
- Asking questions of groups leading in the discussion of case analyses
- Providing comments and critiquing reading materials
- Providing constructive comments and suggestions on cases
- Use of Laptop computers in class solely for the purpose of class activities that day. **Note that if you're found using your computer for any other purpose, you'll not be allowed to bring your computer to class for the rest of the semester.**

Note that if you attend all classes and do not provide comments, suggestions, or ask questions about the lectures and case presentations, or participate in class discussions, you will only receive a **maximum of 50%** of the class participation grade. Class participation points will be awarded during every class session.

Group Case Leadership

Due to the size of the class, teams of 3-4 students each will be required to lead in the discussion of one assigned case. The group will have 30-45 minutes to deliver a traditional case analysis concluding with recommendations for the organization. Assume your audience have read the case but have agonized less over its contents than your group. *Convey* the big ideas by focusing on the most important issues in the case. You may bring in materials from other courses and from your own perusal of the supplementary readings and searches if they relate to the issues in the case. The group should allow time for questions and answers, and comments from the audience regarding the issues, ideas and recommendations you *conveyed*. In other words, do not plan on presenting for more than 30 uninterrupted minutes (leave at least 20 minutes for questions and discussions). **Grading of case leadership** will be based partly on *presentation and delivery* (professionalism, clarity of speech, visual aids, coverage of major issues in case – 40%), and *content of presentation* (quality of analysis and recommendations – 60%).

Teams MUST submit the outlines of their presentation to the instructor before class.

Group Project & Presentation

Teams of 3-4 students each will be required to submit a project which analyzes a firm's industry and strategy and make recommendations. The team would have to select a company in the Triad that they have access to and can interview at least one top manager. The end product will be a presentation at the end of the semester and a 15-20 page report excluding graphs, tables, figures, references, and title page.

The report for the firm's industry and company analysis must follow the following guidelines:

1. Identification of the mission, vision and objectives; and problems and challenges facing the company
2. Appraisal of the company's industry environment;

- Discuss the nature and intensity of competition using Porter's Five Forces Model and its extension, and the analysis of strategic groups if applicable
 - Discuss the drivers of change and Key Success Factors (KSF's) in the industry
3. Appraisal of the company's current resources and capabilities;
 - Identify the company's resources and capabilities
 - Perform an appraisal of the company's resources and capabilities by focusing on the strengths and weaknesses/deficiencies using the example shown in Grant's (2010) book, Chapter 5 (pp. 139-146, seventh edition) to determine its competitive position.
 4. Discuss the company's organizational structure.
 5. Identify and evaluate the company's strategy over the past five years
 - Discuss the competitive strategy (low-cost leadership, differentiation, focused differentiation, or focused low-cost) being pursued by the company's businesses.
 - Discuss the company's corporate strategy (vertical integration, outsourcing, globalization/internationalization, and diversification).
 - Evaluate how the company's current strategies (competitive and corporate discussed above) relate to its internal resources and capabilities and what is happening in its industry environment?
 - Evaluate the impact of the company's current strategies on its strategic and financial performance. **Present at least FIVE YEARS of financial performance information in ratio and chart form to analyze and assess the trend of the company's performance.**
 6. Present recommendations to the management of the company. The recommendations should be reasonable, feasible and you should be able to implement them.
 7. The project will be presented to the class at the end of the semester.

Individual Case Analysis

Every student will be required to prepare **one** written case analysis from the cases to be discussed in class. An individual whose team is leading in presenting a particular case cannot write on that case. For example, Team 1 is scheduled to present the "***Ford and the World Automobile Industry in 2009***" case; if you're a member of Team 1 you cannot submit an individual written analysis on that case. You should conduct a traditional individual written case analysis using the tools and techniques gained from this course and the balance of your MBA courses to provide a true capstone analysis. The written case must be professionally prepared and turned in latest at the end of the class period in which that particular case is being discussed. The case analysis should be 5-7 pages in length (excluding any figures or tables), page numbered, double-spaced, font size 11 and above, and 1-inch margins. The case analyses reports should have a cover page. You will lose points equal to 5% of the written case grade for each violation. To spread the workload in grading the cases over the course of the semester, I will present a sign-up sheet for the case write-up on the first day of class. You will be graded on the thoroughness of your analysis, reasoning ability and writing.

Here are some general hints for preparing the individual case analysis

1. Avoid laundry list. Focus and organize your analysis. Look for a framework from the class that helps you to organize the analysis and presentation of the issues in the case.
2. Don't summarize the case. Your client (and the instructor) is very familiar with the situation and requires further analysis. Your analysis should answer the "so what factor", which is common in most consulting assignments.

3. Consulting scenario. Know your client and always think about your client first. Your analysis should address the issues that your client would be expecting in your report.
4. Use of pictorial illustrations. It is usually difficult to present a rigorous analysis and recommendation in 5-7 pages. Make use of pictorial illustrations (e.g., graphs, charts, tables, etc.) to summarize points.
5. Quantitative and qualitative analysis. Make sure you make use of the information in the case exhibits. Incorporate both quantitative and qualitative information in your case analysis (e.g., the use of ratio analysis).

Final Examination

This course will have a final examination. The examination will cover the concepts covered in the textbook and readings. The exams will be given in an essay format and there will be four questions in which you will be required to answer all the questions.

EVALUATION AND GRADING:

Students will be evaluated according to their performance on the following components on the course: class participation, group case leadership, individual written case analysis, and a final exam focusing on the concepts from the textbook. The computation of students' average numerical score will be based on the following weighting scheme:

Assignment	Percentage of Grade
Class Participation	15
Group Case Leadership	15
Group Project	15
Group Project Presentation	10
Individual Case Analysis	15
Final Examination	<u>30</u>
Total	100

The following grading scale will be used in this course:

Percentage	Grade
94 – 100	A
90 – 93.99	A-
86 – 89.99	B+
82 – 85.99	B
78 – 81.99	B-
70 – 77.99	C
< 70	F

TOPICAL OUTLINE/CALENDAR:

Class Schedule

Date	Topic/Activity	Required Readings and Assignments
Jan 16	<ul style="list-style-type: none"> • Course Overview • What is Strategy? • CASE DISCUSSION 1 	<ul style="list-style-type: none"> • Grant (2010): Chapter 1 • Mintzberg, H. 1987. The strategy concept I: Five P's for strategy. <i>California Management Review (CMR)</i>, 30(1): 11-24. • Porter, M. E. 1996. What is strategy? <i>Harvard Business Review (HBR)</i>, 74(6): 61-78. • Hambrick, D. C. & Fredrickson, J. W. 2001. Are you sure you have a strategy? <i>Academy of Management Executive (AME)</i>, 15(4): 48-59. • Rumelt, R. 2011. The perils of bad strategy. <i>McKinsey Quarterly</i>, June, 1-10. • Madonna (Whole Class)
Jan 21	DR. MARTIN LUTHER KING HOLIDAY	NO CLASSES
Jan 23	<ul style="list-style-type: none"> • Goals, Values and Organizational Performance • Analyzing Strategy Cases 	<ul style="list-style-type: none"> • Grant (2010): Chapter 2 • Karnani, A. 2010. The case against corporate social responsibility. <i>Wall Street Journal</i>, August 23.
Jan 30	<ul style="list-style-type: none"> • Industry and Competitor Analysis • CASE DISCUSSION 2 	<ul style="list-style-type: none"> • Grant (2010): Chapters 3 and 4 • Porter, M. E. 1979. How competitive forces shape strategy. <i>HBR</i>, 57(2): 137-145. • Porter, M. E. 1980. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press (pp. 3-33). • Porter, M. E. 2008. The five competitive forces that shape strategy. <i>HBR</i>, 86(1): 78-92. • Starbucks in 2009 (Whole Class)

Date	Topic/Activity	Required Readings and Assignments
Feb 6	<ul style="list-style-type: none"> • Internal Analysis of the Firm: Analyzing and Developing Resources and Capabilities • CASE DISCUSSION 3 	<ul style="list-style-type: none"> • Grant (2010). Chapters 5 and 6 • Ford and the US Automobile Industry in 2009
Feb 13	<ul style="list-style-type: none"> • Organizational Structure and Management Systems • CASE DISCUSSION 4 	<ul style="list-style-type: none"> • Grant (2010). Chapter 7 • Kim, W. C., and Mauborgne, R. 2009. How strategy shapes structure. <i>HBR</i>, 87(9): 72-80. • Wal-Mart Stores, Inc. in 2009
Feb 20	<ul style="list-style-type: none"> • The Natures and Sources of Competitive Advantage • Cost Advantage • Differentiation Advantage 	<ul style="list-style-type: none"> • Grant (2010). Chapters 8, 9 & 10 • Porter, M. E. 1980. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press (pp. 34-46).
Feb 27	<ul style="list-style-type: none"> • Industry Evolution and Strategic Change • Competitive Advantage in Mature Industries • CASE DISCUSSION 5 	<ul style="list-style-type: none"> • Grant (2010). Chapters 11 and 13 • AirAsia: The World's Lowest Cost Airline (Team 3)

Date	Topic/Activity	Required Readings and Assignments
March 6	<ul style="list-style-type: none"> • Technology-based Industries and Management of Innovation • CASE DISCUSSION 6 	<ul style="list-style-type: none"> • Grant (2010): Chapter 12 • Eastman Kodak: Meeting the Digital Challenge (Team 4)
March 13	SPRING BREAK	NO CLASSES
March 20	<ul style="list-style-type: none"> • Vertical Integration and the Scope of the Firm. • CASE DISCUSSION 7 	<ul style="list-style-type: none"> • Grant (2010): Chapter 14 • Arrunada, B., and Vazquez, X. H. 2006. When your contract manufacturer becomes your competitor. <i>HBR</i>, 84(9): 135-144. • Farrell, D. 2006. Smarter Offshoring. <i>HBR</i>, 84(6): 84-92. • Pisano, G. P., and Shih, W. C. 2009. Restoring America's competitiveness. <i>HBR</i>, 87(7/8): 114-125. • DVD Wars of 2005-8: Blu-ray versus HD-DVD (Team 5)
March 27	<ul style="list-style-type: none"> • Global Strategies and the Multinational Corporation • CASE DISCUSSION 8 	<ul style="list-style-type: none"> • Grant (2010) : Chapter 15 • Levitt, T. 1983. The globalization of markets. <i>HBR</i>, 61(3) : 92-102. • Bartlet, C. A., and Ghoshal, S. 2000. Going global: Lessons for late movers. <i>HBR</i>, 77(2): 132-142. • Ghemawat, P., and Hout, T. 2009. Tomorrow's global giants. <i>HBR</i>, 86(8): 80-88. • American Apparel: Vertically Integrated in Downtown L. A. (Team 6)

Date	Topic/Activity	Required Readings and Assignments
April 3	<ul style="list-style-type: none"> • Diversification Strategy • CASE DISCUSSION 9 	<ul style="list-style-type: none"> • Grant (2010) : Chapter 16 • Porter, M. E. 1987. From competitive advantage to corporate strategy. <i>HBR</i>, 65(3): 43-59. • Campbell, A., Gold, M., and Alexander, M. 1995. Corporate strategy: the quest for parenting advantage. <i>HBR</i>, 73(2): 120-132. • Gold M., and Campbell, A. 1998. Desperately seeking synergy. <i>HBR</i>, 76(5): 131-143. • Cyriac, J., Koller, T., and Thomsen, J. 2012. Testing the limits of diversification. <i>McKinsey Quarterly</i>, February, 1-5. • Vodafone: Rethinking the International Strategy (Team 7)
April 10	<ul style="list-style-type: none"> • Implementing Corporate Strategy: Managing the Multibusiness Firm • CASE DISCUSSION 10 	<ul style="list-style-type: none"> • Grant (2010): Chapter 17 • Google Inc.: Running Amuk? (Team 8)
April 17	<ul style="list-style-type: none"> • Company & Industry presentations 	<ul style="list-style-type: none"> • Assigned Teams to be determined
April 24	<ul style="list-style-type: none"> • Company & Industry Presentations 	<ul style="list-style-type: none"> • Assigned Teams to be determined
May 1	<p style="text-align: center;">READING DAY</p>	
May 8		<p style="text-align: center;">Company & Industry Projects Due FINAL EXAM</p>

Note: This schedule is subject to change.

ACADEMIC INTEGRITY POLICY:

The Academic Integrity Policy, administered by the Vice Chancellor for Student Affairs, is described in detail in the Policies for Students handbook (Please refer to <http://academicintegrity.uncg.edu/>). Students are responsible for becoming familiar with the Policy in all its aspects and for indicating their knowledge and acceptance of the Policy by signing the honor pledge for all major work submitted. Students should recognize their responsibility to uphold the Policy and to report apparent violations to the appropriate persons.

ATTENDANCE POLICY:

Attendance is **required** at all class sessions and will impact the grade you earn for the course. Attendance will be taken at the beginning of the class. Leaving the class before the end of the session without prior approval from the instructor will constitute an absence from class. If you must leave early for some reason, I ask that you inform me of this prior to the beginning of the class.

FINAL EXAMINATION:

This course will have a final examination. The final examination will focus on the concepts in the textbook and the readings.

ADDITIONAL REQUIREMENTS:

Written Assignments Policies

- a. Every written assignment **must** have a cover page, page numbered, double-spaced, font size 11 and above, and 1-inch margins.
- b. All assignments should be well organized, and well written. There should be no typing errors, spelling mistakes, or grammatical errors.
- c. Use headings and sub-headings throughout all written assignments.

You will lose points equal to 5% of the assignment grade for each violation.

Blackboard and Electronic Communications

A number of course documents, including course lecture slides and readings, will be posted in Blackboard. Typically an electronic communication will be sent to the class indicating that a new posting has been made. Having access to and frequently checking Blackboard will be important to your success in this course.

Email Communications

For purposes of this course I will assume that you check your UNCG email daily. Thus I assume you will be aware of any communications or requests sent at least 24 hours prior to our class meetings. If you have any questions about UNCG email you can obtain assistance by calling 256-tech during normal business hours or by asking for assistance in the Bryan School computer labs.

Inclement Weather

The University of North Carolina at Greensboro will remain open during adverse weather conditions unless the Chancellor makes the administrative decision to make a schedule change. Students can obtain details on those decisions from the Adverse Weather Line at (336) 334-4400 or the web address: <http://www.uncg.edu/iss/weather.htm>

Expectations of Students

Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at <http://academicintegrity.uncg.edu/complete/> and <http://studentconduct.uncg.edu/policy/code/>. The Bryan School has additional expectations and guidelines for students to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

Expectations of Faculty

The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at http://provost.uncg.edu/faculty/h_section4.asp In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.