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Spring 2-1-2004

BADM 446.05: Strategic Management

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The University of Montana
School of Business Administration
BADM 446, Section 5 – Strategic Management
Spring 2004

Professor: Bambi Douma, Ph.D.
Email: bambi.douma@business.umt.edu
Class Web Page(s): <http://www.business.umt.edu/faculty/douma>;
<http://blackboard.business.umt.edu>
Office Hours: T 7:00-8:00am, T 9:45-10:45am, F 11:00am-12:00pm, and by
appointment
Telephone: 243-6148
Office: GBB 325
Class Time & Place: 11:10am – 12:30pm (Tuesday and Thursday) in GBB L11

School of Business Administration Mission Statement

The faculty and staff of the School of Business Administration at The University of Montana - Missoula are committed to excellence in innovative experiential learning and professional growth through research and service.

Course Description

BADM 446, a capstone writing course, is designed to provide tools and techniques to assist in integrating the functional areas of business administration into a strategic perspective. We will explore “strategy” through lectures/class discussions, hands-on competition in a simulated industry, and management case analyses. The focus will be on designing strategies and applying tools to realistic situations.

Course Objectives

- To develop the capability to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, and its opportunities for gaining a sustainable competitive advantage.
- To build skills in conducting strategic analysis in a variety of industries and competitive situations.
- To develop understanding of the competitive challenges of a global market environment.
- To integrate knowledge gained in previous business courses, to fit the “business puzzle” together, and to develop your managerial judgment.
- To make you conscious of the importance of ethical principles, sound personal and company values, and socially responsible management practices.
- To improve both written and oral communication skills.

Required Materials

- *Text: Strategy: Core Concepts, Analytical Tools, Readings*, 1st edition by Thompson, Gamble, and Strickland
- *Text: Customized Case Book for Dr. Bambi Douma* from McGraw-Hill/Irwin
- *Simulation Access*: Registration for the simulation at <http://www.glo-bus.com> (\$29.95) by March 4, 2004.
- *Blackboard Access*: check with me if you do not have access to this class <http://blackboard.business.umt.edu>.
 - Check Blackboard frequently for announcements / class-related topics

Highly Recommended Materials

- *Class Notes*: Copies of lecture slides that are used in class will be available on Blackboard. I will have lecture slides posted at least one day ahead of the class in which they will be used. I reserve the right to change, add, or delete slides from the lecture when I see the need to do so. Case analysis slides will be posted after the class discussion of the case.
 - If you want copies of the slides for use in class, it is up to you to print these slides (“handouts” with six to a page will print the least amount) and bring them to class.
- *Other Materials as available*: Periodically, additional materials will be made available on Blackboard or handed out in class (e.g., articles) for discussion.

Grading Policy

Letter grades will be based on this guideline.

| | |
|----------|---------------|
| A | 90% and above |
| B | 80% up to 90% |
| C | 70% up to 80% |
| D | 60% up to 70% |
| F | Below 60% |

Final grades will be determined by these assigned percentages.

| | |
|--|-------------|
| Contribution | 15% |
| Written Assignments..... | 40% |
| 20% for each of 2 written case assignments (1 group, 1 individual) | |
| GLO-BUS Simulation..... | 30% |
| 10% Strategic Plan | |
| 10% Simulation Score | |
| 10% Peer Evaluations | |
| Exam | 15% |
| Total | 100% |

Contribution

A contribution grade will be taken during most class sessions. You are expected to attend class and contribute to the discussions, participate in any in-class exercises, etc. This means that you must be prepared for each class. This does not mean that you have to find something to say each class period, but that you are prepared if you are called upon, that you can argue a point if you don't agree with someone else, and that you can apply what you have read to an in-class exercise. The final contribution grade (worth 15% of your final grade) will consist of a mix of attendance, quality of contributions, and quantity of contributions.

There will be announcements of any professor-initiated discussions on Blackboard (discussion boards) in which you will earn/not earn contribution points. Student-initiated discussions are welcomed and you can earn points for contributing to those as well. Remember to check Blackboard to see if any discussion boards have been posted or to post your own discussion board if there is an issue you want to discuss with the rest of the class.

From time to time during the semester, articles will be posted on Blackboard. You are expected to read these articles and apply concepts from class to the material. We will discuss these articles in class and/or on Blackboard. Check Blackboard announcements frequently regarding these.

THERE WILL BE NO EXTRA CREDIT OFFERED IN THIS COURSE.

Written Assignments

Two written case assignments are to be turned in or submitted on Blackboard at the beginning of class on the appropriate days (see schedule). Late papers will not be accepted because the cases will be discussed in class on the turn-in day.

The first case can be turned in as a group paper (up to 4 people per group – one paper per group). You should prepare and write this case together. The second case must be written individually. You are welcome to prepare this case with others (please include the names of those you have worked with in an appendix). However, what you write for this case should reflect your thoughts and analysis, not someone else's. Each written case is worth 20% of your grade. For the group case, you are expected to evaluate your peers on their contribution. The peer evaluation (submit on Blackboard) will be due the same day that the case is due.

In the written cases, you should identify the key problems/strategic issues, use appropriate analytical techniques, and present realistic, well-supported recommendations for action. Both breadth and depth of your analyses will be evaluated, as well as the use of good communication skills (grammar, spelling, etc.). All written cases must be typed (double-spaced; 12-pt font) and the text should not be over a maximum of six pages, not including tables and appendices (keep these to six pages as well – total 12 pages). Be clear, concise, and thorough. Read the Guide to Case Learning in the customized case book and the Guide to Case Analysis on Blackboard for additional information on case analysis.

NO LATE CASE ASSIGNMENTS WILL BE ACCEPTED.

GLO-BUS Simulation

The simulation that we will be using this semester is called GLO-BUS. In the simulation, you and your group will be the co-managers of a digital camera company in the global digital camera industry. Although you will work on the simulation in groups of 3-4, each of you will be required to register online to participate in the simulation. Start thinking early about with whom you want to co-manage your company.

This simulation is designed to further your understanding of how the functional pieces of a business fit together, much like a live case situation. As part of a group, you will plot competitive strategies, respond to changing market conditions, react to competitors' moves, and choose courses of action. Your decisions will be made online. Decisions are due by 5:00 pm on the indicated day. There are three components to your grade for the simulation: 10% from your group's written strategic plan, 10% from your simulation score, and 10% from the other group members' evaluations of your efforts.

After Spring Break we will sometimes be meeting for class in a computer lab so that you can have access to the simulation and can ask questions. Meeting places will be posted on Blackboard prior to class.

More detail regarding this simulation will be given throughout the semester.

Exam

One exam will be given this semester during Finals week. You will receive a case study approximately one week before the final exam. You should familiarize yourself with the case (i.e., the issues, analyses, your recommendations) and prepare it using information from the text and class materials. The exam will consist of multiple choice and essay questions regarding the case and the application of concepts/material to that case. This final exam is worth 15% of the overall grade.

Class Policies/Expectations

You are expected to attend each class, read the required material from the text BEFORE each lecture, and ask questions when you need clarification. I reserve the right to institute quizzes into the grading system if preparation is lacking. Because discussion is an integral part of this course, voluntary contribution to the discussion is encouraged and you will be called on to participate if there are no volunteers.

Please turn all cell phones, pagers, hand-helds, and other beeping devices off (or at least on 'silent') when you come to class. If there is one disturbance, it will be forgiven. However, if it becomes an issue, you will be asked to leave.

If you have an authorized disability and need accommodation, please see me during the first week of class. Should an incident occur during the semester to cause you a disability, see me as soon as possible.

Blackboard Tips – where to find important information

You should have two pages associated with Strategic Management (BADM 446) when you access Blackboard. One of these is the main class page (titled: Strategic Management) and the other is your section page (titled: Strategic Management – Section 5). It is important to check both of these pages frequently for the most current information for the class.

The following are the areas that you are likely to use most often.

Main Class Page – Strategic Management

- *Announcements*: Check the announcements frequently for important information.
- *Course Documents*: Lecture and case analysis slides will be located here.
- *External Links*: Assigned readings, articles, etc. will be posted here.

Section Page – Strategic Management – Section 5

- *Announcements*: Check these announcements frequently for important information regarding your section.
- *Course Information*: The most current syllabus for this section will be here.
- *Assignments*: If you wish to submit your papers/assignments through Blackboard, do so here. Please do not use the Digital Drop Box.
- *Communication*: Group pages will be created after your groups have been defined.
- *Discussion boards*: Access this area to contribute to online discussions. Post messages for the class if there is something you wish to discuss with everyone.
- *Tools: Personal Information*: Check your email here and update it to your most preferred email.
- *Tools: View Grades*: Find your grades here.

BADM 446

Course Schedule (Subject to Change)

Spring 2004

| Class # | Date | In-class | Assignments |
|----------------|-------------|--|---|
| 1 | 1/27 | Orientation and Overview | |
| 2 | 1/29 | Introduction to Case Learning / Writing | Read CC, pp. 1-5 Read BB, "Guide to Case Analysis" |
| 3 | 2/3 | Introduction to Strategy | Read TGS, Chapter 1; Bio Info DUE |
| 4 | 2/5 | External Environment | Read TGS, Chapter 2 |
| 5 | 2/10 | External Environment | Prepare CC, pp. 6-24 (Bottled Water Case) for discussion |
| 6 | 2/12 | Internal Environment | Read TGS, Chapter 3 |
| 7 | 2/17 | Internal Environment | Prepare CC, pp. 25-26 (Robin Hood) for discussion |
| 8 | 2/19 | Strategies | Read TGS, Chapter 4, pp. 108-135 |
| 9 | 2/24 | Competitive Advantage | Read TGS, Chapter 4, pp. 136-156 |
| 10 | 2/26 | Diversification | Read TGS, Chapter 6, pp. 190-210 |
| 11 | 3/2 | Diversification and Innovation | Read TGS, Chapter 6, pp. 210-236 Written Case #1 DUE (group; Calloway – CC, pp. 27-51) Case Peer Evals DUE |
| 12 | 3/4 | Corporate/Business/Functional Unit Strategy | Prepare CC, pp. 52-67 (General Mills) for discussion; Register for GLO-BUS online |
| 13 | 3/9 | Strategy Implementation and Execution | Read TGS, Chapter 7 |
| 14 | 3/11 | Strategy Implementation and Execution | Read TGS, Chapter 8 |
| 15 | 3/16 | Strategy Implementation and Execution | Read TGS, Chapter 9 |
| 16 | 3/18 | Strategy Implementation and Execution | Prepare CC, pp. 91-103 (Enron) for discussion |
| 17 | 3/23 | Global Strategies | Read TGS, Chapter 5 |
| 18 | 3/25 | Introduction to GLO-BUS | Read GLO-BUS Participant Guide (online) |
| | 3/30, 4/1 | SPRING BREAK – No Class | |
| 19 | 4/6 | GLO-BUS Practice Session | GLO-BUS Practice Decision 1 DUE 5 pm |
| 20 | 4/8 | Case Discussion / GLO-BUS Practice Discussion / GLO-BUS Practice | Written Case #2 DUE (individual; Kmart – CC, pp. 68-90) GLO-BUS Practice Decision 2 DUE 4/9 |
| 21 | 4/13 | GLO-BUS Practice Discussion Introduction to Strategic Plans | GLO-BUS Year 6 Decision DUE Assigned Readings |
| 22 | 4/15 | Strategic Planning | GLO-BUS Year 7 Decision DUE 4/16 |
| 23 | 4/20 | Strategic Planning | Assigned Readings GLO-BUS Year 8 Decision DUE |
| 24 | 4/22 | Strategic Planning | GLO-BUS Year 9 Decision DUE 4/23 |
| 25 | 4/27 | TBA | GLO-BUS Strategic Plans DUE (class) GLO-BUS Year 10 Decision DUE |
| 26 | 4/29 | TBA | Assigned Readings GLO-BUS Year 11 Decision DUE 4/30 |
| 27 | 5/4 | TBA | Assigned Readings GLO-BUS Year 12 Decision DUE |
| 28 | 5/6 | TBA | GLO-BUS Year 13 Decision DUE 5/7 GLO-BUS Peer Evals DUE |
| 29 | 5/13 | Exam (8:00-10:00) | |
| | | | TGS Chapters, class materials, GLO-BUS |

**BB – Blackboard, CC – Customized Casebook, TGS – Thompson, Gamble, & Strickland text