

STRATEGIC ANALYSIS

MANA 6A83

Fall Semester 2016

rev. cw072416

INSTRUCTOR CONTACT INFORMATION:

Instructor: Dr. C. Wesley II, Ph.D., MBA
Office: Management Department Offices
Office hours: Monday through Thursday upon request
Normally, Monday through Thursday, 3 p.m. – 5 p.m.
Email: send email via Blackboard

PREREQUISITES:

Please contact your MBA advisor if you have any questions.

COURSE MEETING TIMES AND LOCATION:

Section 20796: Monday, MH 140 6:00 p.m. – 9:00 p.m.
Section 28207: Tuesday, CBB 120 6:00 p.m. – 9:00 p.m.
Section 20978: Wednesday, CEMO 109 6:00 p.m. – 9:00 p.m.

COURSE MATERIALS:

1. Text: 2013 Hitt, M.A., Ireland, R.D., and Hoskisson, R.E. Strategic Management Competitiveness and Globalization, Concepts and Cases. 11th Edition. Thomson South-Western Publishers. You have several options to acquire the course material. Normally, one is able to purchase the Concepts text and the Cases text separately. The Concepts text does not vary greatly from year to year. Feel free to select the most cost effective option for your needs for the Concepts text. The Cases portion of the text is required for the course without exception.

2. 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

Written Assignment Protocol

The ability to communicate effectively is critical to your success as a professional. Written assignments are to reflect your level education and attention to detail. Each assignment will be assessed for the integration of course concepts, the clear communication of ideas, critical assessment, and the proper grammar and punctuation. The general guidelines for grading of written assignments are as follows:

Superior	100
Above Average	90
Average	80
Subpar	70
Insufficient	60 and below

“Superior” work is generally insightful and addresses the assignment in a way that indicates your comprehension of and understanding of the underlying issues. Your message is communicated clearly, concisely, and directly.

An “Above Average” paper meets, and at times, exceeds the basic requirements of the assignment. The paper indicates that you are beginning, at times, to think through and deal with major ideas in the assignment. The message is communicated with generally effective clarity, directness, and conciseness.

“Average” papers offer little insight into the greater issues of the assignment although it meets the basic requirements. The message, for the most part, is reasonably clear, concise, and direct, although there are some problems with your writing.

Each grade will be modified according to the amount of grammar and punctuation errors found within the document. As a general rule, points will be subtracted from the assignment grade for each incident of incorrect grammar and punctuation.

Please refer to the grading samples and the applicable case rubrics posted on Blackboard for further guidance.

Course Workload

There are three written assignments to be completed in this course.

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

- A: 90% or above
- B: 80% - 90%
- C: 70% - 80%
- D: 60% - 70%
- F: below 60%

Each written assignment and each presentation is worth 30% of your final grade. Ten-percent of your grade is left to the discretion of the instructor.

As always, I’m open to conversations regarding your performance in the course. 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. I will schedule a time to meet for a conversation after I receive this communication. Be advised, a holistic meeting concerning your performance in class will occur.

Class & Team Participation

You should attend class in the same way you would be expected to work: ready and able to perform.

Actions that garner positive and negative feedback from the instructor may impact your final grade. These include positive and negative team participation feedback provided by your peers. The instructor reserves the right to confer any grade for any assignment and the course based on such feedback.

Case Analysis Protocol

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. You will be assessed on how well you seek for amplifying information, integrate the information into a coherent, comprehensive situational assessment, and justify your assessment and recommendations.

The format for the written portion of each case is left to the discretion of the student. Citations/references should follow an accepted academic format (APA, Chicago Style, etc.). Likewise, the method of class presentations is also left to the discretion of each student.

Refer to the case assignment rubrics for the required content for each paper and presentation.

Case Project Assignment Types

The **Movie Case Analysis Paper** consists of a detailed 2-page analysis of the assigned movie using a particular section of the course text. The section(s) of the text used to analyze the movie may be assigned by the instructor. All students must complete an analysis of *Beer Wars*.

A 2-page case analysis (double spaced, Times New Roman 10 point font with 1 inch margins) is required that offers a detailed assessment of the case using an assigned text framework under the requirements of the applicable case rubric. Your frame of reference may be the operating environment, the firm, or an individual from the movie.

The **Individual Case Executive Brief** consists of a detailed analysis of the assigned case using course concepts. A 2-page case analysis (double spaced, Times New Roman 10 point font with 1 inch margins) is required that offers a detailed assessment of the assigned case using course concepts under the requirements of the applicable case rubric. This assignment is due by 5 p.m. on the day the case is presented in class.

POLICIES

Attendance and Participation. Attendance is not only an important part of class participation; it is also an important indicator of your attitude regarding the class. While attendance is not mandatory, the accountability for the course instruction is mandatory. Please interact with me and/or your classmates for any information you may have missed as your absence will not be an excuse for missed assignments, missed opportunities for class participation, etc. Due dates for assignments may be changed at the discretion of the instructor.

Students absent 30% of the administered classes or more will earn a course grade of "F".

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 chapters, cases, and movies are to be read or viewed and all students are expected to be able to discuss each chapter, case, or movie in class. Not meeting this expectation may be reflected in your final grade.

Finally, it is acceptable to attend any of the sections that I teach with prior approval.

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

Written Assignments. Students must earn over 70% cumulatively on their written assignments to earn a course grade of “C” or higher. Students who earn below a 60% cumulatively on their written assignments will earn a course grade of an “F”.

Students who wish to review their grade on written assignments must request to do so in writing. Furthermore, students must submit documented evidence as to why the grading is not an accurate reflection of what was submitted. Upon submission of this documentation, the instructor and student may set a time to review the assignment.

Class Presentations. Business casual dress is required for all team members during their class presentations unless otherwise stated by the instructor. Presenters that are not appropriately dressed are assumed to have opted out of the class presentation.

Class Collaboration. Discussions with other class members in any section of my classes are welcome with respect to class papers and presentations. However, all papers in this class are individual assignments and must be a reflection of your own work and ideas. Substantial evidence of similarly written work will be considered plagiarized and be subject to sanctions outlined in this syllabus.

Each student may only use their own notes and text. Sharing notes and books are considered assignment assistance and subject the involved students to sanctions with respect to academic misconduct.

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

Late Assignments. It is unacceptable to turn in an assignment late. Nevertheless, I will accept written deliverables (i.e. papers) up to one week after the due date at 5 p.m. at a penalty of 30%.

Assignments turned in on time may also be resubmitted as a late assignment up to one week after receipt of instructor feedback. Assignments past these time periods will not be accepted for grading.

Grade Replacement. Grades on certain course assignments may be replaced at the instructor’s discretion by a new submission of the same assignment on the date the new assignment is due. The original submission must have been submitted on-time and the replacement submission must be submitted on-time to replace the grade for previously submitted work. All grade replacements must have prior approval of the instructor and may entail extra instruction from the instructor in order for the assignment to be accepted for grading.

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. 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

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, student academic misconduct may lead to a non-replaceable failing grade (F) for the course.

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 can be deemed urgent by me.

Tentative Schedule

WEEK	DATE	TOPIC
1	OCT 17 - OCT 19	Course Administration / Overview of Strategy
		Chapter 1: Strategic Management and Strategic Competitiveness
2	OCT 24 – OCT 26	Chapter 2: The External Environment
		Chapter 3: The Internal Organization
3	OCT 31 – NOV 2	<i>Case Analysis: KIPP Schools</i>
		<i>Case Analysis: Krispy Kreme</i>
4	NOV 7 – NOV 9	Chapter 4: Business – Level Strategy
		<i>Case Analysis: Lululemon</i>
5	NOV 14 - NOV 16	Chapter 6: Corporate – Level Strategy
		<i>Case Analysis: Sirius</i>
6	NOV 21 – NOV 23	<i>Beer Wars</i> Movie
7	NOV 28 – NOV 30	Chapter 5: Competitive Rivalry and Competitive Dynamics
		<i>Beer Wars</i> Movie Review
8	DEC 5 – DEC 7	<i>Case Analysis: Chipotle, Chick-fil-a</i>
		<i>Case Analysis: Tesla, Tata Motor</i>