MGT590: Strategic Management
Summer Session II, 2010
Professor P. Benson

Class meets 6:00-9:45 p.m. Tuesday and Thursday, in Room BC102

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Phone: 575-644-5689

Required Text

Overview and Course Objectives
Business firms operate within complex, dynamic environments. As such, it is essential that executives in both public and private organizations know how to responsibly lead their businesses on a strategic path to long-term success. Your previous coursework in the MBA program has given you many analytic tools to effectively develop an organization. These courses, representing numerous functional areas (accounting, finance, marketing, organizational behavior, information systems, economics, etc.), have been presented to you in an independent stand-alone fashion. To create effective organizations these analytic tools need to be integrated in order to formulate strategies, make strategic decisions, and create action plans for implementing those strategies and decisions. The primary purpose of this course is to assist you in this integration process and to help you take a total systems view of organizations – a view necessary for CEOs and General Managers. In essence, this course builds on the analytical tools taught in previous MBA core and required courses meant to help students learn to formulate strategies, make strategic decisions and create action plans for implementing those strategies and decisions. Learning to view organizations from a total systems approach is complex and challenging, but absolutely necessary in order to effectively manage a modern organization.

1. This course is concerned with the management of the total enterprise. One of the basic objectives is the development of a total system viewpoint for analyzing and evaluating the operations of any business firm.

2. The total system concept requires an understanding of the values and component parts that make up the overall operations of any business endeavor. Therefore, a second objective of this course is to investigate, integrate and unify the various functional aspects of a business.

3. Every firm must operate in some external environment. The success or failure of the firm is a function of how the firm responds to the factors which make up the external environment. Taking this into consideration, the third objective is to identify and understand the variables that are included in the environment of business firms and to assess the relationships among these variables and their impact on the overall functioning of the business enterprise.

4. The overriding objective of this course is to provide the content for developing the skills and ways of thinking which are uniquely appropriate to total enterprise management within a complex, dynamic business world.
**Class Format**

This course will heavily utilize case analysis as a learning method. Cases will be taken from the course textbook. Your textbook gives a good description of how to study and analyze cases, but also read and understand the material in the course handout provided by your instructor. For case discussions to be meaningful, it is imperative that all students come to class prepared to discuss the case material. Thus, participation is an important component of learning in this course, and yes, participation first requires attendance. Plan to not miss classes.

**Graded Components of the Course**

**Case Analyses in Learning Teams**

Case analyses will be completed in teams. Each team will be an autonomous work group. Fellow team members will help each other to master course materials and concepts by working together on cases. You will need to develop strong working relationships with other team members so that you can teach and learn from each other.

Students will work in dyads (two-person groups) to prepare cases for class presentation. Each team or dyad will present two different cases. It is expected that all students will have some significant role in presenting a case in class, although teams can decide specifically how to split presentation duties (e.g., one person present totally one case each, or two team members present together for both cases). In addition, each case should have a written analysis to be turned in to the instructor, and power point slides should be provided to the instructor as well.

A highly detailed discussion of what constitutes a case analysis can be found in your textbook on pages C1 – C8. Instructions on how to write a case analysis are on pages C6 – C8. The structure of your case analysis should follow the three part structure described on page C7 (1. Introduction, 2. Strategic Analysis and 3. Solutions and Recommendations). Your team DOES NOT need to conduct, or write up, a financial analysis for your case analyses. Financial analyses should be included when they clearly add to the points to be made in your presentation. Your team DOES need to be concerned with, and include a discussion of, the eight areas of a case analysis listed on page C2. It is up to you and your group members how you divide the writing of the case analysis. However, **pay close attention to bullet point 2 on page C7**. This bullet point deals specifically with writing a case analysis as a group. Lastly, according to your textbook...

“If you work in groups to analyze case studies, you also will learn about the group process involved in working as a team. When people work in groups, it is often difficult to schedule time and allocate responsibility for the case analysis. There are always group members who shirk their responsibilities and group members who are so sure of their own ideas that they try to dominate the group’s analysis. Most of the strategic management takes place in groups, however, and it is best if you learn about these problems now.”

**Final Exam**

The last class meeting will be a final exam. The exam will be open, book, open notes, open internet; closed chat rooms, closed email, and closed all other means of discussion with others. Do your own work.
Questions will be broad in nature, and will require that you think critically to apply course concepts to business problems. Evaluation will heavily consider the insights you can show in responding to varied business issues. Strategic thinking will be expected.

**Participation**
Your active involvement in this class is expected. While any evaluation of participation is inherently subjective, it is expected that you will come to class prepared for class discussions. At times, readings will be assigned that are beyond the class textbook, including various papers from journals and other sources. Class exercises will be done at times. All of this is part of being a meaningful member of this class.

**Recommendations for Cases**
Students will all prepare a short set of recommendations for each case to be discussed in class. These need not be longer than a page, but should show that the student read the case and gave it some thought. Do not present the case; simply give a sense of the direction you feel management should take the organization.

**Weights of Graded Components**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Participation</td>
<td>20</td>
</tr>
<tr>
<td>Recommendations</td>
<td>10</td>
</tr>
<tr>
<td>Case Presentations*</td>
<td>20 x 2 = 40</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30</td>
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</tbody>
</table>

*Case presentation grades will usually be the same for both members of the presenting team.

**Grading Scale**

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<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>90 or more</td>
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<tr>
<td>B</td>
<td>80-89.5</td>
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<tr>
<td>C</td>
<td>70-79.5</td>
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<tr>
<td>D</td>
<td>60-69.5</td>
</tr>
<tr>
<td>F</td>
<td>59.5 or less</td>
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**Administrative Information**

**Incompletes (“I” Grades)**
The grade of “I” is given for passable work that could not be completed due to circumstances beyond the student’s control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for “I” grades should be made to the instructor, but must be approved by the Management Department Head.

**Withdrawals:**
It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

**Students with Disabilities:**
If you have (or believe you have) a disability and would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center, Room 244 (Phone 646-6840;
TTY 646-1918. All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at http://www.nmsu.edu/~ssd/index.html.

**Academic Misconduct:**
Students should familiarize themselves with the NMSU Student Code of Conduct (Section 2 of the NMSU Student Handbook). Any violation of the Student Code of Conduct (e.g., plagiarism, cheating, etc,) will result in the student receiving a grade of “F” in this course. If you do not have a Student Handbook, this information is available at the following web address: http://www.nmsu.edu/~vpsa/SCOC/intro.html.

If you are unsure of whether or not your work would be considered plagiarism, please visit the following web address: http://lib.nmsu.edu/plagiarism/.

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**COURSE SCHEDULE**
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July 6:  Course Introduction
Discussion of course expectations, review of syllabus, assignment of groups and cases, and time to initially organize case groups

July 8:  Introduction to Strategic Management
Read:  Chapters 1 and 2

July 13:  Internal Analysis of Organizational Competitiveness
Read:  Chapter 3
Cases:  Wynn Resorts; TiVo

July 15:  Functional and Business Level Strategy
Read:  Chapters 4 and 5
Cases:  Harley Davidson; Apple

July 20:  Technology and the Environment
Read:  chapters 6 and 7
Cases:  Google; Satellite Radio

July 22:  Horizontal and Vertical Integration, Outsourcing/ Off-shoring, and Global Strategy
Read:  Chapters 8 and 9
Cases:  McDonald’s; IKEA Furniture

July 27:  Diversification, and Corporate Governance and Ethics
Read:  Chapters 10 and 11
Cases:  Cadbury Schweppes; Walt Disney

July 29:  Businesses Competing in a Single Industry
Read:  Chapter 12
Cases:  Bally Total Fitness; Charles Schwab
August 3: Businesses Competing Across Industries and Countries
Read: Chapter 13
Cases: Auto Industry; Facebook
Test Review

August 5: Final Exam