

MANGMT 4970-01: Strategic Management

Instructor: Matt Sveum

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Class: 8:00-9:15am, Mondays and Wednesdays, Cornell 114

Office Hours: Mondays 9:30-11:00, and by appointment

Office Location: 427 Cornell Hall

Course Description

This class is designed to draw together concepts that you have learned during your time at Mizzou. We will make heavy use of case studies to illustrate concepts relating to strategy. By using a combination of theory and application:

1. Students will integrate relevant knowledge of the basic functional areas (e.g., accounting, finance, management, and marketing) within broader, strategic frameworks (including strategic management theories and concepts).
2. Students will be able to apply the above integrated knowledge in order to: (i) evaluate current strategy formulation (analyze the competitive and general environments in which firms operate, identify opportunities and threats within the external environment, as well as strengths and weaknesses within the firm), and (ii) evaluate strategy implementation and develop strategic recommendations for the future.
3. Students will have opportunities to enhance their ability to logically, creatively and persuasively articulate their strategic evaluations, analyses, findings, and recommendations in a mix of written and oral formats.

Requirements

Textbook

Strategic Management and Competitive Advantage: Concepts and Cases (Fifth Edition) by Jay B. Barney and William S. Hesterly. See Blackboard for details on how to purchase the book.

You are expected to read the relevant chapters before coming to class. This will help you to better understand the material being taught and to ask better questions.

You should also keep up with the business news. Look for articles that are relevant to the material that we are covering in class. You don't have to subscribe to any news sources, but following them on Twitter or Facebook is a good way to keep up with headlines.

Technology

I will post homework, reading assignments, lecture notes, and announcements on Blackboard. You are required to check Blackboard regularly, and all announcements on Blackboard will be assumed to have been read. I will also post grades on Blackboard. You have one week from the date that

a grade is posted to alert me of any mistakes I made. After that time, grade changes can not be guaranteed.

Taking notes on laptops and tablets is allowed, but devices should not be used for surfing the Internet. That distracts students behind you. Using your phone during class is a good way to get called on to answer a question – cell phones should be placed on silent and put away.

Course Elements

Final Exam (100 Points)

The final exam will be a take home essay exam. It will be handed out on May 4 and it will be due as an upload to Blackboard on **Wednesday May 11 at noon**. It is open note and open book, but students may not work together on it. Further details will be given later in the semester.

Group Project (175 Points)

The group project is designed to apply the concepts of the course to a student-generated case study. Groups will be made up of six students organized by industry interest (as much as possible). There are four components:

Company Choice Due Diligence (25 Points)

Each group is expected to put thought into the company that is chosen. What information is available? How recent is the available information? How unbiased is the information (e.g., is more available than just the company's website)? Each group should submit a lightly-annotated bibliography detailing the available information. This is due on **February 17**.

Group Presentation (100 Points)

Groups will present their case study in a 20-25 minute presentation. Each group is expected to apply the concepts discussed in class to their company of choice. This is a professional presentation, and you are expected to treat it as though you are presenting it to the board of directors of the chosen company. Not all group members are required to talk during the presentation, but all should be present, and all should have contributed to the creation of the presentation. Presentations will be in class on **April 25, 27, May 2, and 4**. PowerPoint slides for all groups are due on April 22 at 11:59pm so that the board members have time to look over the presentations. Late presentations will have 10 points deducted per 24 hours late.

Board Member (25 Points)

Evaluating work done by others is a very valuable skill. Each group will be assigned another group's presentation to act as the board of directors. The board will review the presentation before class, and then will ask questions after the presentation. The board will evaluate the presentation and judge whether the group is hired to do consulting work for the firm. The points here is for how well the group evaluates the presenting group, and the quality of the questions. No written document is required other than the evaluation form.

Presenting Group	Board Group	Presentation Date
1	3	April 25
2	4	April 25
3	5	April 27
4	6	April 27
5	7	May 2
6	1	May 2
7	2	May 4

Peer Evaluation (25 Points)

Group members will rate each other's performance. All group members are expected to contribute at a high level, so this feedback is important to make sure that all members are carrying their weight. Evaluations will be done after the presentation. If a group member is not contributing at all during the semester, speak with me as soon as the problem is noticed. Group members that fail to contribute can be fired if other, less severe, remedies do not cause a change in behavior.

Case Studies (50 Points)

Each group will lead a discussion on two different case studies out of the book. These are good practice for the case study group presentation at the end of the semester. In preparation for the discussion, groups should prepare a 1-2 page summary of the case study (bullet points are fine). This should summarize the case study and apply it to the class lectures. These are due at noon the day before the day we discuss the case. I will post the summaries on Blackboard for all student to download. The class discussion will be seminar-style, so all students are expected to have read the case and to come to class ready to discuss it.

Paper (75 Points)

Each student is responsible for turning in a literature review on their group's chosen company. This is designed to make sure that all members of the group are prepared to contribute to their group's presentation. It does not need to be all encompassing, but should cover much of the available literature, including scholarly articles, case studies, and books. It should also touch on any other information available (SEC filings, court cases, contracts, other financial information, etc). It should be no less than three pages, and cover no fewer than five sources. This is **not** an annotated bibliography. It should be written in narrative form, flowing from source to source, to tie them together. It is due on **March 16 at 11:59pm**. Late papers will receive a 5 point deduction per day.

Quizzes (50 Points)

There will be periodic quizzes throughout the semester. There will always be a one class period notice before the quiz. Fair game material is anything covered during the previous two lectures. There will be 11 quizzes, and I will drop the lowest score. There are no makeup quizzes, so do not miss more than one. Each one is worth five points.

Participation (50 Points)

Class Discussion (50 Points)

It is vital that students participate in class discussions. This means asking relevant questions, and answering questions from the instructor and classmates. It is not possible to talk during every class since there are 40 students, but you should attempt to make contributions fairly often. You may also post questions, and respond to questions on the discussion board on Blackboard.

Classroom Expectations

I expect that students are respectful of their classmates. This means that opinions are treated with respect and that you pay attention to lecture and conversations. I expect that you keep cell phones put away, as well. I reserve the right to determine attendance points based on how attentive you are in class. Texting is considered inattentive.

Academic Dishonesty

Academic integrity is fundamental to the activities and principles of a university. All members of the academic community must be confident that each person's work has been responsibly and honorably acquired, developed, and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. The academic community regards breaches of the academic integrity rules as extremely serious matters. Sanctions for such a breach may include academic sanctions from the instructor, including failing the course for any violation, to disciplinary sanctions ranging from probation to expulsion. When in doubt about plagiarism, paraphrasing, quoting, collaboration, or any other form of cheating, consult the course instructor.

Students with Disabilities

If you anticipate barriers related to the format or requirements of this course, if you have emergency medical information to share with me, or if you need to make arrangements in case the building must be evacuated, please let me know as soon as possible.

If disability related accommodations are necessary (for example, a note taker, extended time on exams, captioning), please register with the Office of Disability Services (<http://disabilityservices.missouri.edu>), S5 Memorial Union, 882-4696, and then notify me of your eligibility for reasonable accommodations. For other MU resources for students with disabilities, click on "Disability Resources" on the MU homepage.

Intellectual Pluralism

The University community welcomes intellectual diversity and respects student rights. Students who have questions or concerns regarding the atmosphere in this class (including respect for diverse opinions) may contact the Departmental Chair or Divisional Director; the Director of the Office of Students Rights and Responsibilities (<http://osrr.missouri.edu/>); or the MU Equity Office (<http://equity.missouri.edu/>), or by email at equity@missouri.edu. All students will have the opportunity to submit an anonymous evaluation of the instructor(s) at the end of the course.

Recording

University of Missouri System Executive Order No. 38 lays out principles regarding the sanctity of classroom discussions at the university. The policy is described fully in Section 200.015 of the Collected Rules and Regulations. In this class, students may make audio recordings of course activity unless specifically prohibited by the faculty member. However, the redistribution of audio recordings of statements or comments from the course to individuals who are not students in the course is prohibited without the express permission of the faculty member and of any students who are recorded. Students found to have violated this policy are subject to discipline in accordance with provisions of Section 200.020 of the Collected Rules and Regulations of the University of Missouri pertaining to student conduct matters. Video recordings are not allowed.

Schedule

This schedule is subject to change as the flow of the class necessitates.

Week	Date	Topic	Assignments Due
1	January 20	Introduction/Syllabus	
2	January 25/27	Chapter 1	
3	February 1/3	Chapter 2	
4	February 8/10	Chapter 3	
5	February 15/17	Part I Cases	Case Summary* Due Diligence Report
6	February 22/24	Chapter 4	
7	February 29/March 2	Chapter 5	
8	March 7/9	Part II Cases	Case Summary*
9	March 14/16	Chapters 6 & 7	Paper
10	March 21/23	Chapter 8	
11	March 28/30	Spring Break – No Class	
12	April 4/6	Chapter 9	
13	April 11/13	Chapter 10	
14	April 18/20	Part III Cases	Case Summary*
15	April 25/27	Group Presentations	PowerPoint Slides
16	May 2/4	Group Presentations	
17	May 11		Final Exam

*for groups that are presenting