

MBAD 271.11, Strategic Management, Fall 2008

Class time and location: Monday 7:10 to 9:00 pm, Duques 255
Professor: Sally W. Fowler, PhD
Office: 607 Fungler Hall
Phone: 202-994-3736
Email: swfowler@gwu.edu
Office hours: Monday 1:00 to 7:00 pm or by appointment

REQUIRED TEXT AND MATERIALS:

Robert E. Hoskisson, Michael A. Hitt, R. Duane Ireland, and Jeffrey S. Harrison, **Competing for Advantage**, 2nd Edition. South-Western. 2007. ISBN 0324316666.

A required course pack can be purchased online and downloaded from Harvard Business School Publishing. Instructions are posted on Blackboard.

Additional readings may be assigned in class and/or on Blackboard. Students should check Blackboard frequently for announcements.

DESCRIPTION AND OBJECTIVES:

This course takes an integrative approach to strategic management, stressing the general manager's perspective, strategy formulation, implementation of strategy and policy, and evaluation and control of strategy in various types of organizations.

This course emphasizes the strategic responsibilities of general managers and aims to integrate material learned in other courses. While other courses take a functional or discipline-based view, strategic management focuses on the corporate or business unit view and the integration that must take place to ensure that different functions support the overall strategy. Strategic management skills will be integrated with skills learned in other MBA courses and applied to a variety of real business situations.

Specific course objectives include:

- Acquire an understanding of the strategic issues confronting general managers
- Develop methods and tools for analyzing these issues
- Increase your knowledge of top management decision-making processes
- Examine how strategies are formulated and implemented in real organizations
- Integrate material from previous MBA courses
- Develop and improve your abilities to write clear, concise, relevant reports and to make effective presentations.

We will use a variety of learning methods. The textbook and readings will describe strategic management concepts. Brief lectures, videos, and exercises will extend and illustrate these concepts. Cases and case discussions will explore how the concepts are applied in real business situations. Executive briefings will develop your skills in providing concise, incisive analysis and recommendations. A team project focusing on an individual firm in its industry environment will provide an opportunity for in-depth application of strategic management concepts. Class discussion will be emphasized and will enable you to debate ideas and learn from the experience of other students. There will be no exams.

COURSE REQUIREMENTS

Participation (20%)

Your class participation is crucial for creating a rich learning environment. Much of the value of this course comes from class discussions of issues and cases. You will not benefit from these discussions if you are unprepared. Each student has a different perspective and different experiences to contribute; the class as a whole will benefit from everyone's participation.

Participation includes a variety of factors, such as:

- **Attendance:** You are expected to be on time and to attend all classes. If you have a legitimate reason for missing class, please inform me by phone or email.
- **Reading the assigned material:** You are required to read all the material for each day.
- **Preparing case discussion questions:** Discussion questions will be posted in the Assignments section of Blackboard for each case. You should be prepared to discuss these questions in class and may be called on at random.
- **Actively and constructively engaging in class discussions and group activities.**

Class participation will be graded on a 0 to 10 scale as follows:

- 10 Excellent, meaningful contributions to class discussions, clearly well-prepared
- 8 Average, some participation, but not clearly prepared
- 6 Below average, rarely participated
- 5 Attended but did not participate
- 0 Absent

Executive Briefings (40%)

You are required to submit executive briefings for **five** of the cases listed in the course outline. These briefings may be done individually or in teams of two students. You may prepare executive briefings for any of the cases except Nike's Global Women's Fitness Business. Briefings are due no later than the beginning of the class for which the case is assigned. Briefing topics will be provided in the Assignments section of Blackboard.

Each executive briefing should focus on the assigned topic (**See Briefing Topics under Assignments in Blackboard**). Think of yourself as a consultant preparing a briefing document to distribute at a meeting of top management. Each briefing should be no more than 1000 words, including any exhibits (tables, graphs, etc.). It is not easy to fit a rigorous analysis into such a short document, but this is what executives often demand. Please use 12-point font and one-inch margins. Cover pages are not necessary. Please proofread carefully.

General suggestions on how to approach the briefings include:

- Focus and organize your analysis. Consider using a framework from the readings or class to help you organize your analysis.
- Don't summarize the case. The audience (top management) is very familiar with the situation and requires further analysis.
- Use tables, graphics and bullets to make points concisely.
- Be as specific as possible with your recommendations. Be sure to point out benefits as well as any obstacles to their implementation
- Stay true to the consulting scenario. Think about who your clients are and what they would expect to see in your report.

Strategic Analysis Project (40%)

Student teams will conduct a strategic analysis of a single business (either a single business company or a major business within a diversified corporation) in its industry environment. The analysis will be submitted in two parts: the industry report on October 20 and the final report (including the revised industry report) on December 8. Presentations will be on December 1 and 8. Additional information about the content and format of the reports and presentation will be provided separately.

Students have the option of selecting their four-member teams or asking to be assigned to a team. When selecting team members, please pay attention to diversity. Ideally, teams should be balanced with respect to gender/ethnicity and with respect to areas of interest (marketing, finance, etc.). Please let me know the members of your team or that you would like to be assigned to a team no later than the second class meeting. I will reserve the right to adjust team membership as needed.

Each team should begin by selecting an industry to analyze. Duplicate industries will not be allowed, so you should be prepared with a back-up choice. Industries will be assigned on a first-come basis so you are encouraged to select an industry and inform me by email as soon as possible after the groups are formed and not later than September 22. The company that you will analyze should be selected by October 13.

Evaluation Summary

The final grade for this course will be determined as follows:

Class participation	20%
Executive briefings	40%
Strategic analysis project	40%

ACADEMIC INTEGRITY

Cheating in any form will not be tolerated. This includes plagiarism from any source.

Downloading materials from the Internet and including them in a report without attribution is plagiarism. Students are encouraged to review the academic integrity code on the university's academic integrity website: <http://www.gwu.edu/~ntegrity/code.html>.

OVERVIEW OF CLASS SCHEDULE

All cases are in the Harvard course pack. Links to articles marked BB are in the assignments section of Blackboard.

Date	Topics and Assignments
Sept 8	Introduction, Overview Readings: <ul style="list-style-type: none"> • Text, Chapter 1
Sept 15	Strategic Leadership Readings: <ul style="list-style-type: none"> • Text, Chapter 2 • Mission Statement Examples (BB) Case: Nike's Global Women's Fitness Business: Driving Strategic Integration
Sept 22	External Analysis Readings: <ul style="list-style-type: none"> • Text, Chapter 3 • Understanding Industry Structure (Course Pack) Case: Ice-Fili Deadline for Industry Choice
Sept 29	Internal Analysis Readings: <ul style="list-style-type: none"> • Text, Chapter 4 Case: KTM: Ready to Race
Oct 6	Business-Level Strategy Readings: <ul style="list-style-type: none"> • Text, Chapter 5 Case: Zara: Fast Fashion
Oct 13	Competitive Dynamics Readings: <ul style="list-style-type: none"> • Text, Chapter 6 Case: Cola Wars Continue: Coke and Pepsi in 2006 Deadline for Company Choice
Oct 20	Cooperative Strategy Readings: <ul style="list-style-type: none"> • Text, Chapter 7 Case: Starbucks and Conservation International Industry Reports Due
Oct 27	Corporate-Level Strategy Readings: <ul style="list-style-type: none"> • Text, Chapter 8 Case: The Walt Disney Company

Date	Topics and Assignments
Nov 3	Acquisition and Restructuring Strategies Readings: <ul style="list-style-type: none"> • Text, Chapter 9 • Mergers: Why Most Bid Deals Don't Pay Off (BB) Case: HP's Computer Business: Can It Compete?
Nov 10	International Strategy Readings: <ul style="list-style-type: none"> • Text, Chapter 10 Case: Philips versus Matsushita: A New Century, a New Round
Nov 17	Corporate Governance Readings: <ul style="list-style-type: none"> • Text, Chapter 11 • How to Be a Good Director (BB) • Everything You Wanted to Know about Corporate Governance (BB) Case: Al Dunlap at Sunbeam
Nov 24	Strategic Entrepreneurship Readings: <ul style="list-style-type: none"> • Text, Chapter 12 Case: GE's Growth Strategy: The Immelt Initiative
Dec 1	Strategic Flexibility and Real Options Readings: <ul style="list-style-type: none"> • Text, Chapter 13 Presentations Begin
Dec 8	Presentations Reports Due