



# School of Management

**University at Buffalo** *The State University of New York*

**MGO403: FUNDAMENTALS OF STRATEGIC MANAGEMENT**

**Fall 2014**

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**Instructor: Lifang Gao**

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**Course Website:** <http://ublearns.buffalo.edu>

**Office Hours:** 3:45pm~ 4:45pm, Monday & Wednesday, also by appointment

**Textbook:** Gregory G. Dess, Alan B. Eisner & G. T. Lumpkin. (2009).

*Strategic Management: Text and Cases*. 5<sup>th</sup> ed. NY: McGraw-Hill.

ISBN: 978-0073530413

**Reference:** Rothaermel, F. 2012. *Strategic Management: Concepts*. NY: McGraw-Hill/Irwin.  
ISBN-10: 0078112737, ISBN-13: 978-0078112737

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## **COURSE OBJECTIVE**

Strategic management deals with those decisions that determine future directions of the organization and effective implementation of the directions chosen. Strategic management addresses strategic positioning of the firm, its resources & capabilities, and its organizational structure to create, capture, and sustain competitive advantage. In this course, you will develop your skills at:

- understanding how firms gain and sustain competitive advantage
- analyzing strategic business situations and formulating strategy
- implementing strategy and organizing the firm for strategic success

The course takes the unique perspective of the *general manager*. The general manager's job is to diagnose what is critical in complex business situations and to find realistic solutions to strategic and organizational problems. To solve problems, the general manager must be capable of understanding and using the knowledge from each of the organization's functional areas, such as accounting, finance, marketing, operations management, and human resources management, to provide a "total business" (systems) perspective on issues pertaining to strategic management. Further, the general manager must be able to analyze competitive situations within industries in order to understand the sources of the firm's competitive

advantage. We see strategy as enabled and constrained by the underlying economic and political conditions that prevail in an industry or country, as well as by the resources available to management.

### **COURSE GRADING**

Your final course grade will be based on your performance on the following components:

1)	Class attendance and participation	10 points
	<i>Class attendance (5 points)</i>	
	<i>Class participation (5 points)</i>	
2)	Exam	45 points
	<i>Exam 1 (20 points)</i>	
	<i>Exam 2 (25 points)</i>	
3)	Assignments & Team Project	45 points
	<i>Assignments (5 points)</i>	
	<i>Project Exercise 1 (10 points)</i>	
	<i>Project Exercise 2 (25 points)</i>	
	<i>Group presentation (5 points)</i>	
<b>TOTAL</b>		<b>100 points</b>

\*Bonus points: Teaching evaluation (2 points)

The final grading schedule is based on your points out of 100, as described below. You may keep track of your grades during the semester via *UBLearns*.

<b>Course Points</b>	<b>Grade</b>
93-100	A
90-92.9	A-
87-89.9	B+
83-86.9	B
80-82.9	B-
77-79.9	C+
73-76.9	C
70-72.9	C-
60-69.9	D
Below 60	F

**Academic Honesty**

Academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Academic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

**Late and Incomplete Exams and Assignments**

No make-up Exam. Late assignments are NOT ACCEPTED.

**Official Notices from the University**

If you have any physical, psychological, medical, or learning disability that may impact on your ability to carry out assigned course work, I urge you to contact the staff in the Disability Services office, Room 25 Capen Hall, Phone: 645-2608 TTY: 645-2616 (<http://www.student-affairs.buffalo.edu/ods/stu-disability@acsu.buffalo.edu>). Disability Services will review your concerns and determine, with you, what accommodations are necessary and appropriate. All information and documentation of disability is confidential.

**LIST OF CASES**

<b>In class case</b>	<b>HBS #</b>	<b>Purchase Link</b>
RTE cereal industry in 1994	795-191	<a href="http://hbr.org/product/ready-to-eat-breakfast-cereal-industry-in-1994-a/an/795191-PDF-ENG">http://hbr.org/product/ready-to-eat-breakfast-cereal-industry-in-1994-a/an/795191-PDF-ENG</a>
Wal-Mart Stores 2003	704-430	<a href="http://hbr.org/product/wal-mart-stores-in-2003/an/704430-PDF-ENG">http://hbr.org/product/wal-mart-stores-in-2003/an/704430-PDF-ENG</a>
Walt Disney Company	701-035	<a href="http://hbr.org/product/walt-disney-co-the-entertainment-king/an/701035-PDF-ENG">http://hbr.org/product/walt-disney-co-the-entertainment-king/an/701035-PDF-ENG</a>

## COURSE SCHEDULE

<b>Week</b>	<b>Monday</b>	<b>Wednesday</b>
1.	08/25 Session 1 <b>Class Introduction (syllabus);</b>	08/27 Session 2 <b>What is strategic management?</b>
2.	09/01 Session 3 <b>Labor day</b> No class	09/03 Session 4 <b>Self-introduction;</b> <b>Team Formation;</b> <b>External analysis: General environment;</b> <b>Database introduction.</b>
3.	09/08 Session 5 <b>External analysis: Industry analysis (1)</b>  <i>Writing Assignment</i>	09/10 Session 6 <b>External analysis: Industry analysis (2)</b>  <i>Case Reading Assignment: RTE cereal industry</i>
4.	09/15 Session 7 <b>Case study: RTE cereal industry</b>	09/17 Session 8 <b>Internal Analysis: Resources &amp; Capabilities;</b> <b>Review 1</b>  <i>Submit: wiring assignment</i>
5.	09/22 Session 9 <b>Q&amp;A for Exam 1</b>  <i>Hand out: wiring assignment (office)</i>	09/24 Session 10 <b>Exam 1</b>
6.	09/29 Session 11 <b>Project Exercise 1 Guidance: External analysis</b>	10/01 Session 12 <b>Business-level strategy (1)</b>
7.	10/06 Session 13 <b>Business-level strategy (2)</b>  <i>Reading Assignment: Wal-Mart</i>	10/08 Session 14 <b>Case study: Wal-Mart</b>
8.	10/13 Session 15 <b>Project Exercise 2 Guidance: part 1 Competitive positioning</b>  <i>Submit: Project exercise 1</i>	10/15 Session 16 <b>Corporate level strategy (1)</b>
9.	10/20 Session 17 <b>Corporate level strategy (2)</b>  <i>Case Reading Assignment: Walt-Disney</i>	10/22 Session 18 <b>Case study: Walt Disney</b>

10.	10/27 Session 19	10/29 Session 20
	<b>Strategy in Global Environment</b>	<b>Corporate Governance; Organizational Structure; Review 2</b>
11.	11/03 Session 21	11/05 Session 22
	<b>Q&amp;A for Exam 2</b>	<b>Exam 2</b>
12.	11/10 Session 23	11/12 Session 24
	<b>Project Exercise 2 Guidance: part 2 Corporate level strategy &amp; recommendation-Whole package Project 2 group meeting; Project 2 Q&amp;A</b>	<b>Project 2 group meeting; Project 2 Q&amp;A</b>
13.	11/17 Session 25	11/19 Session 26
	<b>Presentation: Group 1 &amp; 2</b>  <i>Submit: Project whole package</i>	<b>Presentation: Group 3 &amp; 4</b>
14.	11/24 Session 27	11/26
	<b>Presentation: Group 5 &amp; 6</b>	<b>Fall Recess</b> <b>No class</b>  <i>Happy Thanksgiving!</i>
15.	12/01 Session 28	12/03 Session 29
	<b>Presentation: Group 7 &amp; 8</b>	<b>Presentation: Group 9 &amp; 10</b>

**Suggestions** - If you have special inquiries or constructive suggestions concerning the progress of the class, please feel free to talk to me. You can make an appointment by e-mail, or simply leave a message in my mailbox in 326G Jacobs. Thanks!