



MGO 403: FOUNDAMENTALS OF STRATEGIC MANAGEMENT

Fall 2015 (Section F60)

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Class Time and location: 5:00 PM to 6:20 PM on Tuesday and Thursday, Alfiero 102

Office hours: 2:00-4:00 PM on Tuesday, also by appointment

Textbook: Gregory G. Dess, G.T. Lumpkin, Alan B. Eisner and Gerry McNamara (2014).

Strategic Management: Text and Cases. 7th ed. NY: McGraw-Hill.

ISBN: 978-0-07-786252-7

NOTE: This syllabus is tentative and may be subject to change if circumstances beyond my control require it (i.e., conference schedule).

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 and 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 strategies
- 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 100 points
 - *Pop quizzes* will be given in lecture (at the beginning of the class). They are designed to test that you have read the textbook and understand key concepts. The number of pop quizzes and their timing is random.
- 2) Individual assignments 200 points
4 assignments, 50 points each (40 points for the written part, 10 points for in-class discussion)
- 3) Exam 1 200 points
- 4) Exam 2 300 points
- 5) Group Project 200 points
 - Group PowerPoint Slides: 70 points*
 - Group Presentation: 70 points*
 - Top management team: 30 points (Submit your questions INDIVIDUALLY)*
 - Peer Evaluation: 30 points*

TOTAL	1000 points
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The final grading schedule is based on your points out of 1000, as described below. You may keep track of your grades during the semester via UBLearn.

<u>Course Points</u>	<u>Grade</u>
900 - 1000	A
850 - 899	A-
800 - 849	B+
750 - 799	B
700 - 749	B-
670 - 699	C+
640 - 669	C
620 - 639	C-
600 - 619	D
Below 600	F

Note: All the cases used this section will be from our textbook Dess et al. (7th edition)

Note: Please submit your homework in hard copy

EXPLANATIONS ON GROUP PROJECT

The purpose of the group project is for you to develop and sharpen group-working skills that are important in the business world. It is a good idea to have people with diverse backgrounds and different expertise in your group to facilitate the knowledge exchange and effective learning. I will divide the class into groups (with approximately 5 persons in each group) in session 3.

Group PowerPoint Slides (70 points)

They should be submitted to me via email. It is important that you submit the slides at least 2 days prior to the presentation so that the Top Management Team has enough time preparing a

review of your slides. Please name all the submissions this way: "group#_CaseName.ppt", e.g., "group1_Apple.ppt".

Group Presentation (70 points)

Act as a consulting team when you are making the presentation. Each group has 20 minutes for presentation and 5 minutes for Q&A. Because of the time limit, be selective in what you present.

The Top Management Team may ask questions during and after the presentation.

Top Management Team (30 points)

Act as the top management team of the company in question to ask the presenting group questions concerning their analyses and conclusions/ recommendations. The PowerPoint slides will be available 2 days prior to the presentation. The Top Management Team should submit a copy of about 5-8 questions in the presentation session. Submit your question to me individually.

Peer Evaluation (30 points)

Each group member will answer questions about timeliness, attendance, collaboration, effort, and contribution of your group members in the group project. Then you will assign points for participation across the team. Please download the peer evaluation form from UBLearns, complete it, and then submit the completed form to me when you finish the group project.

LIST OF CASES

Individual class case
Assignment 1: Case 05. Casino Industry
Assignment 2: Case 08. Jamba Juice
Assignment 3: Case 15. McDonald
Assignment 4: Case 31. Ford
Group project case
Case 06. Apple
Case 27. Samsung
Case 35. Yahoo

CASE ASSIGNMENTS

GROUP	Case to present in the group project	Case to Review as the Top Mgmt Team
1	Apple	Yahoo (Group 7)
2	Apple	Yahoo (Group 8)
3	Apple	Yahoo (Group 9)
4	Samsung	Apple (Group 1)
5	Samsung	Apple (Group 2)
6	Samsung	Apple (Group 3)
7	Yahoo	Samsung (Group 4)
8	Yahoo	Samsung (Group 5)
9	Yahoo	Samsung (Group 6)

Note: If you are Group 1 (Group 2), your group project case is Apple, and you are the Top Management Team to review the slides on the Yahoo case submitted by Group 7 (Group 8), and so on.

Note: Do not wait until the last week of your presentation to do the group project. Start as early as possible to learn to work effectively with your team members. Please contact me if your

team is not functioning well during the process. It is easier to fix things earlier than just before your final presentation.

COURSE SCHEDULE

Week	Tuesday	Thursday
1	9/1 Session 1	9/3 Session 2
	Course Introduction	Ch.1. Strategic Management: Creating Competitive Advantage
2	9/8 Session 3	9/10 Session 4
	Ch.1. Strategic Management Assigning Groups/Self-introduction Group project <i>***<u>Make sure you attend this session</u>***</i>	Ch.2. External Environment Analysis (1) SWOT & General Environment
3	9/15 Session 5	9/17 Session 6
	Ch.2. External Environment Analysis (2) Porter's Five-Forces Model <i>Assignment 1</i>	Ch.2. External Environment Analysis (3) Porter's Five-Forces Model
4	9/22 Session 7	9/24 Session 8
	Case Study: Casino Industry <i>Submit: Assignment 1</i>	Ch.3. Internal Analysis: Resources and Capabilities
5	9/29 Session 9	10/1 Session 10
	Ch.4. Recognizing Firm's Intellectual Assets <i>Assignment 2</i>	Review Exam 1 Chapters 1-4
6	10/6 Session 11	10/8 Session 12
	*** Exam 1 ***	Ch.5. Business-Level Strategy (1)
7	10/13 Session 13	10/15 Session 14
	Case study: Jamba Juice <i>Submit: Assignment 2</i>	Ch.5. Business-Level Strategy (2) <i>Assignment 3</i>

8	10/20 Session 15	10/22 Session 16
	Ch.6. Corporate-Level Strategy (1)	Ch.6. Corporate-Level Strategy (2)
9	10/27 Session 17	10/29 Session 18
	Case study: McDonald <i>Submit: Assignment 3</i>	Ch.7. International Strategy <i>Assignment 4</i>
10	11/3 Session 19	11/5 Session 20
	Ch.8. Entrepreneurial Strategy	Ch.9. Strategic Control and Corporate Governance
11	11/10 Session 21	11/12 Session 22
	Ch.10. Creating Effective Organizational Designs	Ch.11. Strategic Leadership: Creating a Learning Organization and an Ethical Organization
12	11/17 Session 23	11/19 Session 24
	Case study: Ford <i>Submit: Assignment 4</i>	Ch.12. Managing Innovation and Fostering Corporate Entrepreneurship Review for all sessions (Exam 2)
13	No class: Preparation for Group Project (11/24) Thanksgiving Day (11/26)	
14	12/1 Session 25	12/3 Session 26
	*** Exam 2***	Case Presentation (Group 1, 2, and 3)
15	12/8 Session 27	12/10 Session 28
	Case Presentation (Group 4, 5, and 6)	Case Presentation (Group 7, 8, and 9)

COURSE EXPECTATIONS AND POLICIES

Class Participation:

You are expected to be ready to contribute both to case discussion and to discussion during lecture sessions. You are encouraged to ask questions related to the topics we discuss in class.

Late and Incomplete Exams and Assignments:

I will NOT accept late assignments. If extenuating circumstances prevent you from taking an exam, you are expected to contact me via e-mail **24 hours before** the exam date to discuss alternative arrangements.

Academic Honesty:

All students are expected to demonstrate academic honesty and integrity in the completion of any course work and exam. Anyone involved in academic dishonesty will be disciplined according to the university regulations and procedures. Academic dishonesty includes, but is not limited to cheating, plagiarism, 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.

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, please contact the staff in the Disability Services office, Room 25 Capen Hall, Phone: 645-2608 TTY: 645-2616 (for more information, refer to <http://www.student-affairs.buffalo.edu/ods/>). Disability Services will review your concerns and determine, with you, what accommodations are necessary and appropriate. All information and documentation of disability is confidential.

If you have any questions or suggestions concerning the progress of the course, please feel free to talk to me before or after class, during or outside office hours. You may make an appointment by e-mail, or simply leave a message in my mailbox in 326 Jacobs. Thanks!