



FALL 2015

Man 4720 - Strategic Management

Mondays – 11:00 A.M. – 1:45 P.M. AC11 – RM110

GENERAL INFORMATION

Instructor: Dr. Doreen J. Gooden	Phone: (305) 919-5514
Office: Biscayne Campus - ACII - RM 135A	Fax: (305) 919-5478
Office Hours: Mondays: 9:15 – 10:15 a.m. and 2:00 p.m. – 5:00 p.m. And by appointment	E-mail: Blackboard E-mail
Link to professor's site: http://business2.fiu.edu/2069404/www	

COURSE DESCRIPTION

MAN 4720 is designed to integrate prior business courses through study and discussion of actual organizational situations, including ethical, global and diversity issues. Decision-making is applied to business/corporate-level strategy concepts, firm performance and global citizenship.

The course will introduce students to the tools of strategic management and the use of these tools in the analysis and solution of specific business problems. The use of case analysis will encourage and improve the leadership abilities of the student as well as synthesize his or her acquired knowledge in different disciplines of business. Students will be able to identify how organizations plan, program, and manage their diverse and multidimensional activities.

This is a global learning course that counts towards your global learning graduation requirement.

COURSE OBJECTIVES

Students will be able to:

1. Describe the contents of a company's strategic management audit report
2. Identify and assess the impact of opportunities and threats in a company's environment, its industry, and its set of competitors
3. Identify and assess a company's strengths and weaknesses, and match them with its opportunities and threats to suggest four alternative strategies
4. Identify, analyze, and synthesize data and information that supports company decision-making to improve customer satisfaction, and overall financial performance
5. Describe the generic and business-specific factors that reflect a company's overall operational performance, and its performance in its business units and functional business areas including corporate and social responsibility
6. Create a brief strategic business plan to improve company's organizational performance. As part of this plan you will (i) identify key business drivers and a strategic direction, and (ii) identify and organize data to create key strategic and operational performance measures

MAJOR & CURRICULUM OBJECTIVES TARGETED

Major Learning Objectives

- Demonstrate understanding of how to carry out the planning function of management.
- Demonstrate understanding of how to carry out the organizing function of management.
- Identify ways to fulfill the leadership function of management and understand how leadership style enables effective organizational change strategies.
- Explain how decisions are made in an organization, and formulate ways to carry out the controlling function in organizations.
- Understand how organizational social practices can advantageously link to the community.

Curriculum Learning Objectives

This course will address all six College Curriculum Learning Objectives, including Communications ability, Use of Information Technology, Globalization context for business, Critical thinking, Analytic skills, Ethical understanding and reasoning abilities.

GLOBAL LEARNING OBJECTIVES

Students will be able to:

1. Exhibit knowledge of the major cultural, economic, social and legal environments faced by organizations in global markets
2. Develop strategies for the challenges of doing business in a global environment
3. Demonstrate appropriate responses to global conditions and cultural diversity
4. Assess the needs of and justify the advantages accruing from expanding into international markets

5. Integrate multiple perspectives to formulate and implement competitive and corporate strategies

TEXTBOOK

Title: Strategic Management & Business Policy
Globalization, Innovation and Sustainability
Authors: Thomas L Wheelen, J David Hunger, Alan N Hoffman,
Charles E Bamford
Edition: 14th
Year: 2015
ISBN : 9780133740370 LOOSE LEAF
Publisher: Prentice Hall

TEACHING METHODOLOGY

The primary methods of instruction are lectures, exercises, cases, videos, and classroom discussions. It is our desire to conduct the course with high group and individual participation. Therefore, it is extremely important that readings and other assignments are completed **before** class so that meaningful discussion can take place.

COURSE PREREQUISITES

For more information about prerequisites, [click here](#).

COMMUNICATING WITH THE INSTRUCTOR

You may do so during the professor's office hours, via telephone and e-mail.

GRADING

Course Requirements	Weights
Exam 1	15%
Exam 2	15%
Exam 3	20%
Assurance of Learning Exam (Exit Exam)	5%
Individual Assignment	10%
Group Case Assignments	10%
Group Project Presentation	15% 5%
Participation	5%
Total	100%

Letter Grade	Range	Letter Grade	Range	Letter Grade	Range
A	95-100%	B-	80-83	D+	67-69
A-	90-94	C+	77-79	D	64-66
B+	87-89	C	74-76	D-	60-63
B	84-86	C-	70-73	F	<60

Assurance of Learning Exam

Student learning is the central activity of higher education. Definition of learning expectations and assurance that graduates achieve learning expectations are key features of our academic programs within the College of Business Administration. The College, in accordance with standards established by The Association to Advance Collegiate Schools

of Business (AACSB), is establishing assurance of learning standards that evaluate how well it accomplishes its educational objectives. In order to implement this initiative, the College has established a new exit exam requirement for all MAN 4720 students. The purpose of the exit exam is to ensure that the College of Business demonstrates accountability (such as in accreditation) and to assist the College and its faculty to improve programs and courses.

Further information regarding the exam will be posted in blackboard.

ASSURANCE OF LEARNING

As a college, we care about the quality of the business education we are providing you, More on the College's commitment to Assurance of Learning can be found on the following link:

http://businessonline.fiu.edu/course_addons/Learning_Commitment.pdf

EXAMS

You will be given three exams and a College Exit Exam. Please see course calendar for dates and material to be covered.

DISCUSSION

You should read all assigned material and be prepared to participate in class discussions. Participation is an important ingredient for demonstrating an understanding of course material and providing feedback to the professor.

ASSIGNMENTS

Case Presentations. Each student will become a member of a five-person team for the purpose of case presentations/evaluations and other team related activities in the course. Each team of students will be required to give an interactive oral presentation analyzing a business policy case (to be assigned). The team will need to answer questions from the class during and after the presentation. There is no specific written report format required to accompany the oral presentation, although the team may use handouts, posters, power point, and/or overheads, as it deems appropriate. Presentations will be evaluated on the content and delivery of information. The team should demonstrate an understanding of the concepts, frameworks, and models presented in the course.

(Supports LO 1-6 & GLO 1-3)

Individual Assignment – Case assigned from Text – Case 30 – **Global Learning Assignment**

Students will be asked to analyze the benefits and challenges multinational firms face in moving to international markets and justifying and recommending strategies for international expansion.

(Supports LO 2 and GLO 1 - 3)

RESEARCH PAPER

Term Project (Group assignment): You are required to conduct a strategic audit of a case to be assigned. Chapter 15 provides full details of conducting a strategic audit and these will be discussed in our first session. In addition to presenting the case in a written format, students will also present their work in a professional manner. All members must participate in the group assignments. Further instructions will be posted on blackboard.

(Supports LO 1-6 & GLO 1-3)

DISABILITY NOTICE

If you have a disability and need assistance, please contact the [Disability Resource Center](#) (University Park : GC190; 305-348-3532) (North Campus: WUC139, 305-919-5345). Upon contact, the Disability Resource Center will review your request and contact your professors or other personnel to make arrangements for appropriate modification and/or assistance.

RELIGIOUS HOLIDAYS

The University's policy on religious holy days as stated in the University Catalog and Student Handbook will be followed in this class. Any student may request to be excused from class to observe a religious holy day of his or her faith.

RULES, POLICIES, and ACADEMIC MISCONDUCT

Assignments from the text and other resources are listed below for each class session. Students are expected to be pace their learning according to the posted course assignments.

It is expected that interactive learning and teaching will enrich the learning experience of all students, and that each student will work in partnership with the professor to

create a positive learning experience for all. Student engagement is a necessary condition for an effective learning experience, and includes contributions to debate and discussion (if any), positive interactive learning with others, and an enthusiastic attitude towards inquiry. Everyone is expected to be a positive contributor to the class learning community, and students are expected to share the responsibility of teaching each other.

Statement of Understanding between Professor and Student

Every student must respect the right of all to have an equitable opportunity to learn and honestly demonstrate the quality of their learning. Therefore, all students must adhere to a standard of academic conduct, demonstrating respect for themselves, their fellow students, and the educational mission of the University. As a student in the College of Business taking this class:

1. I will not represent someone else's work as my own
2. I will not cheat, nor will I aid in another's cheating
3. I will be honest in my academic endeavors
4. I understand that if I am found responsible for academic misconduct, I will be subject to the academic misconduct procedures and sanctions as outlined in the Student Handbook

Failure to adhere to the guidelines stated above may result in one of the following:

Expulsion: Permanent separation of the student from the University, preventing readmission to the institution. This sanction shall be recorded on the student's transcript.
Suspension: Temporary separation of the student from the University for a specific period of time.

Additionally, the following two documents should be used by every student in business classes that require individual or group written assignments:

1. Certification of Authorship Assignment Cover Page ([Individual](#))
1. Certification of Authorship Assignment Cover Page ([Groups](#))

For details on the policy and procedure go to [ACADEMIC MISCONDUCT](#). (Section 2.44)

NOTE: Intensive Auditing of the course will be conducted to prevent academic misconduct.

EXPECTATION OF THIS COURSE

Attendance and preparation for each class session is necessary and expected. You should read all assigned material and be prepared to participate in class discussions. Participation is an important ingredient for demonstrating an understanding of course material and providing feedback to instructor.

As a student in this class, it is **your** responsibility to attend all scheduled classes, to arrive on time and stay throughout the whole of class. If you miss a class, it is your responsibility to contact another student regarding assignments, instructions etc. Excessive absences **and tardiness** will affect your ability to successfully complete the course. If you are late to class or leave early, the instructor **will deduct** class participation points. Any absence on a scheduled presentation or test day **will not** be made up. When group assignments are given, each member within the group is expected to participate. Grades **will not** be assigned to individuals who do not participate in group assignments.

COURSE CALENDAR

Below is a **tentative schedule** of chapters and assignments. There could be changes to this schedule during the semester. If there are changes, you will be advised accordingly.

Date	Topic	Assignment
08/24/15	Basic Concepts of Strategic Management	Chapter 1
08/31/15	Basic Concepts of Strategic Management Corporate Governance (Supports LO1, GLO 3)	Chapter 2
09/07/15	LABOR DAY	

09/14/15	Ethics and Social Responsibility Environmental Scanning and Industry Analysis (Supports LO 2, 4,5 & GLO 1- 3)	Chapter 3 Chapter 4
09/21/15	Environmental Scanning and Industry Analysis (cont'd) (Supports LO 2,4, 5 & GLO 1-3)	Chapter 4
09/28/15	EXAM 1 Internal Scanning – Organizational Analysis (Supports LO 3,4,5 & GLO 1-3)	Chapter 5
10/05/15	Internal Scanning – Organizational Analysis (cont'd)	Chapter 5
10/12/15	Strategy Formulation: Situation Analysis (Supports LO 4,5,6 & GLO 3)	Chapter 6
10/19/15	Strategy Formulation: Situation Analysis (cont'd) Strategy Formulation: Corporate Strategy (Supports LO 4,5,6 & GLO 3)	Chapter 7
10/26/15	EXAM 2	
11/02/15	Strategy Formulation: Corporate Strategy (Supports LO 4,5,6 & GLO 3)	Chapter 7
11/9/15	Strategy Formulation: Functional Strategy and Strategic Choice (Supports LO 4,5,6 & GLO 2,3)	Chapter 8

11/16/15	Strategy Implementation: Organizing for Action (Supports LO 4,5,6)	Chapter 9
11/23/15	Strategy Implementation: Staffing and Directing Evaluation and Control (Supports LO 4,5,6)	Chapter 10 Chapter 11
11/30/15	Term Project Presentations	
FINAL EXAM 12/07/15	FINAL EXAM – AC11 -RM 110 – 12:00P.M.	

ADDITIONAL INFORMATION

At this time, the professor has not requested the insertion of any information into this section. Please contact the professor directly if you have any questions.

Wal-Mart Case Assignment

Wal-Mart, 2007

David B. Yoffie, Michael Slind

12 pages. Publication date: Mar 01, 2007. Prod. #: 707517-PDF-ENG

This case is available at the FIU Bookstore

In 2007, Wal-Mart faced challenges to its historically high growth rate. Lagging same-store sales and setbacks overseas led the company to consider strategic shifts. Wal-Mart was the world's largest retailer, but competition had become particularly acute as the company expanded from rural markets, which it had long dominated, into urban and suburban areas. Covers developments in Wal-Mart's merchandising strategy and its approach to store formats; its sometimes controversial human resources practices; its efforts to improve its image through a public relations campaign; its aggressive, though occasionally problematic, move into international markets; and its leading competitors, especially Target. Exhibits provide data (current as of February 2007) on Wal-Mart's financial performance, its stock-price performance, its international operations, and its store formats, as well as on Target's financial performance.

Case Questions:

Q3a) Justify the need for Wal-Mart to expand overseas and assess the benefits (30%)

Q3b) Analyze the challenges that Wal-Mart is likely to face in moving into different international markets (30%)

Q3c) Describe the core competencies/advantages of Wal-Mart and its ability to transfer them to different international locations. (40%)

Appendix B: Global Orientation SLO Applied To the Wal-Mart Case

Assignment Requirements	GO Dimension 1 Description	GO Dimension 2 Description	GO Dimension 3 Description	GO Dimension 4 Description
	Exhibit knowledge of the major cultural economic, social and legal environments faced by multinational organizations (GL SLO 1)	Develop multiple strategies for the challenges of doing business in a global environment (GL SLO 2)	Demonstrates appropriate responses to cultural differences in a global economy (GL SLO 3)	Identifies and assesses the need for, and advantages accruing from expanding in to international markets (GL SLO 1, 2 & 3)
Q3a) Justify the need for the firm to expand overseas and assess the benefits (30%)				20%
Q3b) Analyze the challenges the multinational firm is likely to face in moving into different international markets (30%)	20%		20%	10%
Q3c) Describe the core competencies/advantages of a firm (in its ability to transfer them to different international locations. (40%)		20%		10%
TOTAL	20%	20%	20%	40% of grade

Appendix C: Global Orientation SLO Scoring Rubric

Global Dimensions	Does not meet requirements - 0	Developing - 1	Adequate - 2	Proficient - 3
Exhibit knowledge of the major cultural economic, social and legal environments faced by multinational organization	Exhibit little knowledge of the major cultural, economic social and legal environment faced by multinational organizations Does not incorporate this knowledge into analyses and discussion	Exhibit little knowledge of the major cultural, economic social and legal environment faced by multinational organizations Sporadically incorporate this knowledge into analyses and discussion	Exhibit adequate knowledge of the major cultural, economic social and legal environment faced by multinational organizations Incorporate this knowledge into analyses and discussion	Exhibit a high level of knowledge of the major cultural, economic social and legal environment faced by multinational organizations Appropriately incorporate this knowledge into analyses and discussion
Identifies and develops multiple strategies for the challenges of doing business in a global environment	Equates expansion into international markets simplistically with expansion nationally	Show some awareness of the challenges and differences with expansion nationally but does not appreciate significant challenges that apply in doing so	Correctly identifies the scope and a range of challenges in expanding into international markets Does not fully appreciate the need to pursue a dynamic entry strategy that's based on learning from initial experiences	Correctly identifies the scope and a range of challenges in expanding into international markets Fully appreciate the need for learning when going in and to proactively fine tune entry strategy/strategies from these initial experiences
Demonstrates appropriate responses to global conditions and cultural diversity	Show little understanding of cultural differences with the other regions/markets; does not correctly integrate this in strategic planning and operational details	Employs understanding of a few obvious cultural differences with the other regions/markets into strategic planning and operational details	Employ understanding of a few obvious cultural differences with the other regions/markets and includes this understanding into strategic planning and operational details	Employ a deep understanding of all cultural differences with the other regions/markets and incorporates it into strategic planning and operational details

Global Dimensions	Does not meet requirements - 0	Developing - 1	Adequate - 2	Proficient - 3
Identifies and assesses the need for and justify the advantages accruing from expanding into international markets	Does not appreciate the need from moving into international markets proactively	Considers expanding into international markets but is able to realize the full scope and potential; generally inclined to a "me too" strategy mode	Analyze business opportunities from global perspective Appreciate the need and advantages of expanding into international markets but is conservative in estimates and likely potential	Analyses business opportunities from global perspective Correctly appreciates the need and advantages along with the risks that can accrue from expanding into international markets

Outstanding – 9-12
Acceptable – 5-8
Unacceptable – 0 - 4