

## Course Schedule:

Department of Management/MGT  
School of Business Administration  
University of Miami

### Course Syllabus **STRATEGIC MANAGEMENT** **MGT401 - U89, SUMMER A 2018** **Room #: Stubblefield 408**

**Class Time: 5/14/2018 - 5/25/2018**

**Class Hours: 12am - 3:45pm**

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**Faculty:** Marina Portnoy, MBA, MS, Leadership & Management Certifications  
**Office:** 414 - J Jenkins Building  
Coral Gables, FL 33146  
**Telephone:** (917) 957-7601  
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**Course Web Site:** <http://www.courses.miami.edu>  
**Office Hours:** Students can request to set up a mutually agreeable time

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#### **Textbook:**

**Title:** *Foundations in Strategic Management*, 6<sup>th</sup> Edition  
**Authors:** Jeffrey S. Harrison & Caron H. St. John  
**ISBN - 13:** 978-1-285-05739-2  
**Description:** paperback  
**Publication Date:** 2014  
**Publisher:** South-Western, Cengage Learning



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#### **Course Description and Learning Objectives:**

This course is designed to provide a fundamental exploration of organizations in their environments and provide an introduction to the strategic management process with a focus on the following:

- Strategic Planning and Analysis
- Establishing Strategic Direction and Leadership
- Strategy Implementation and Control

## **Course Schedule:**

The course learning objectives include:

- ◆ Examining the key elements of the strategic management process (planning, analyzing, leading, formulating, implementing and controlling)
  - ◆ Identifying the critical elements of an organization's external environment
  - ◆ Conducting an environmental analysis in which an organization operates
  - ◆ Conducting a company profile analysis to identify organizational strengths, weaknesses, opportunities and threats (SWOT)
  - ◆ Identifying strategies being employed by an organization and the influencing factors
  - ◆ Discussing the importance of leadership, culture, structure, and alignment in strategy implementation
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## **Course Website:**

All students officially registered for the course can access the course BlackBoard (BB) website. Your BB User Name is your UM email alias (you can find your UM email alias on MyUM at [www.miami.edu/myum](http://www.miami.edu/myum)), your initial password is your birth date. The BB site includes a course syllabus, class announcements, assignments, PowerPoint slides, and other relevant course information.

## **ASSIGNMENTS AND EVALUATION**

1. **Assignment Policy:** Reading assignments and class discussions are all important. Students are accountable for all material contained in assigned readings. Lectures will not necessarily restate what you have already read in the text; they are designed to stimulate creative thinking as it relates to the theme of the course as a whole.

2. **Class Preparation and Participation:** Students are expected to actively participate and discuss matters scheduled for consideration in class. Active participation in class discussions is crucial to the learning process. It is each student's responsibility to ensure that he or she is making regular contributions to the class.

In the first class students will self-select into teams and will be assigned topics related to various organizations (case studies) for class presentations. Team projects involving analysis, designing recommendation, written materials and presentations to the entire class will require individual and team efforts. Each team will be assigned specific topics for presentation and will have a set time to present. The final presentation will be presented orally and submitted in writing to the instructor (further instructions on the final project will be provided by in the instructor during class). Students will be graded on individual efforts, team work and tests.

**Course Schedule:**

3. **Experiential Learning:** This course incorporates experiential learning in the following way: Discussion in class, case studies, role-playing, small group class exercises, presentations and assignments that have applicability.

**Grading Criteria:**

Item	Percentage
In-Class Case Study Team Assignments & Presentations (individual efforts and team work) <b>Note to Students:</b> <i>Policy on Missing Class: every class missed will result in a reduction of the final grade by one grade level</i>	25%
Exam	50%
Final Presentation	25 %
<b>Total</b>	<b>100%</b>

**Note: Please see Course Schedule below for relevant dates and descriptions**

**Final Course Grades:**

Final course grades will **generally** be determined according to the following scale:

A+	97 – 100	C	73 – 76
A	93 – 96	C-	70 – 72
A-	90 – 92	D+	67 – 69
B+	87 – 89	D	63 – 66
B	83 – 86	D-	60 – 62
B-	80 – 82	F	59 and below
C+	77 – 79		

**Course Schedule:**

DATE	TOPIC	READING, ASSIGNMENTS AND DATES
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<p><b>Chapter 1 – The Strategic Management Process:</b> Overview of Strategic Management – “What is Strategic Management”</p>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Syllabus review</li> <li>• Breaking into teams and selecting one organization per team for a case study to apply <b>Strategic Management</b> concepts</li> <li>• Work with your team on the following:               <ul style="list-style-type: none"> <li>○ What is the name of the organization your team selected?</li> <li>○ Your selected organization is part of which industry?</li> <li>○ What is the mission and vision of the organization your team selected?</li> <li>○ What is the product or service? What are the channels of distribution?</li> <li>○ What is the industry size in dollars?</li> <li>○ Who are the major competitors?</li> <li>○ Who are the major customers?</li> <li>○ Who are the major suppliers?</li> <li>○ Is the organization global and in which counties does it operate?</li> </ul> </li> </ul>
<p>Alternative Perspectives on Strategic Development</p>	<p>Read chapter 1 and each team should be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"> <li><b>1.</b> Can <b>Strategic Management</b> thinking and process be applied to individual decision making? Explain your answer and please give an example.</li> </ol>
<p>Strategic Thinking in a Turbulent Global Environment</p>	<ol style="list-style-type: none"> <li><b>2.</b> Describe one component of <b>Strategic Management</b> process in your organization.</li> <li><b>3.</b> Define strengths, weaknesses, opportunities, and threats in your selected organization. How do strengths become sources of sustainable competitive advantage?</li> <li><b>4.</b> Can the elements of the <b>Broad Environment</b> be applied to both global and domestic analysis in your organization?</li> <li><b>5.</b> What categories of resources does your organization possess?</li> <li><b>6.</b> Can the elements of the <b>Task Environment</b> be applied to both global and domestic analysis in your organization?</li> <li><b>7.</b> What does it mean to “manage for stakeholders” in your organization?</li> <li><b>8.</b> Do you suppose that the <b>Broad Environment</b> or the <b>Task Environment</b> has more influence on your organization? Please provide an example.</li> <li><b>9.</b> What is strategic thinking? What are its characteristics?</li> </ol>

## Course Schedule:

	<p><b>Chapter 2 – The External Environment:</b> The Broad Environment</p> <p>The Task Environment</p> <p>Global Business Environment</p>	<p>Read chapter 2 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. Why is analysis of social trends important? Give examples from your organization.</li><li>2. What are some of the most critical economic factors for your organization to track? Why are they important?</li><li>3. Which industries have been transformed by the Internet including social and mobile technologies? How is your organization taking advantage of these technological trends?</li><li>4. When do customers exhibit a powerful force on competition in your industry?</li><li>5. What are strategic groups? Why are strategic group maps useful?</li><li>6. According to Michael Porter, what are the conditions that create advantages for organizations and how does this apply to your organization?</li></ol>
	<p><b>Chapter 3 – Organizational Resources and Competitive Advantage:</b> The Strategic Value of Internal Resources and Capabilities</p> <p>Value Chain Analysis</p> <p>Firm Performance</p>	<p>Read chapters 3 and work with your team to prepare presentations on the following topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. In your organization, what are the basic categories of organizational resources and capabilities and how are they interconnected? What is likely to happen if your organization neglects one of the resource areas?</li><li>2. What is the difference between a tangible and an intangible resource? Give an example of each in your organization? Which of these types of resources is most likely to lead to competitive advantage? Why?</li><li>3. What does organizational learning involve? If your organization is involved in multiple countries, how is organizational learning affected?</li><li>4. Please describe value chain analysis and how it can be used to help your organization develop competitive advantages.</li></ol>

**Course Schedule:**

	<p><b>Chapter 4 – Strategic Leadership and Strategic Direction:</b> Strategic Leadership</p>	<p>Read chapter 4 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"> <li>1. Daniel Goleman concluded that successful leaders exhibit five types of emotional intelligence. What are they? Can they be learned?</li> <li>2. Is there a difference between a leader and a manager? Does a CEO need to be a leader, a manager, or both?</li> <li>3. Who is the CEO of your organization and what are the four primary leadership responsibilities of that role?</li> <li>4. What is corporate governance? What are the functions of a board of directors?</li> <li>5. What are some of the advantages of having a homogeneous top management team?</li> <li>6. Each group should select one leader that they would like to emulate and explain why this leader inspired you.</li> <li>7. Is it possible to teach someone to be an effective leader?</li> </ol>
	<p><b>Chapter 4 – Strategic Leadership and Strategic Direction:</b> Strategic Direction</p> <p>Organizational Values and Purpose</p> <p><b>Case Study Team Work – Preparation for Final Presentation</b></p>	<p>Read chapter 4 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"> <li>1. What are the four areas of a business definition? Why is it important to periodically review your organization’s business definition?</li> <li>2. How can understanding a firm’s business definition be helpful to managers and employees?</li> <li>3. Why is society more interested in business ethics today? Does your organization have codes of ethics?</li> <li>4. Does your organization have a corporate values statement, is it a “better” organization? If so, why? If not, then why do it?</li> <li>5. Discuss the components of social responsibility in your organization. Why would you expect a trustworthy firm to have higher profits over the long term?</li> </ol> <p><b><u>Preparation for Final Presentation</u></b></p> <ul style="list-style-type: none"> <li>• Case Study – Team Work</li> </ul> <ol style="list-style-type: none"> <li>1) Structuring an Environmental Analysis</li> <li>2) Structuring an Organizational Analysis</li> <li>3) Developing a Strategic Plan</li> </ol>

**Course Schedule:**

	<p><b>Exam (Chapter 1- 4)</b></p> <p><b>Chapter 5 – Business Level Strategies:</b> Generic Business Level Strategies</p> <p>Competitive Tactics</p> <p>Strategies in an International Context</p>	<ul style="list-style-type: none"><li>• Exam I – includes chapters 1 – 4 (Worth 50% of your grade)</li></ul> <p>Read chapter 5 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. How can a firm be successful by pursuing a differentiation strategy? What are some of the risks associated with a differentiation strategy?</li><li>2. What is a cost leadership strategy? How might a firm pursue it? What are some of the risks associated with this strategy?</li><li>3. What are the key elements in defining a business model?</li><li>4. Describe the strategic flexibility tactic and how it is pursued in your company?</li><li>5. When does a global approach to an international product/market strategy make the most sense? How does this apply to your company?</li></ol>
	<p><b>Chapter 6 – Corporate Strategies:</b></p> <p>Development of Corporate Strategy</p> <p>Diversification Methods</p> <p>Portfolio Management</p>	<p>Read chapter 6 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. Discuss the major corporate-level strategy formulation responsibilities. How are they different from business-level strategy formulation responsibilities?</li><li>2. Why might an organization choose to diversify?</li><li>3. What are the requirements for achieving synergy through the combination of businesses?</li><li>4. Which factors have been found to lead to unsuccessful mergers and acquisitions? Which factors are related to success?</li></ol>

## Course Schedule:

	<p><b>Chapter 7 – Strategy Implementation:</b></p> <p>Functional Strategies</p> <p>Organizational Structure</p> <p>Organizational Culture and Energy</p>	<p>Read chapter 7 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. How are marketing strategies affected by the firm’s business-level strategy?</li><li>2. What are the characteristics of a well-developed functional strategy?</li><li>3. What is a matrix structure? When should it be used?</li><li>4. Describe the three roles played by foreign subsidiaries?</li><li>5. What are some of the features found in firms that have high levels of innovation and entrepreneurship?</li></ol>
	<p><b>Chapter 8 – Strategic Control and Restructuring:</b></p> <p>Strategic Control Systems</p> <p>Strategic Restructuring</p> <p>Dealing with Economic Cycles</p>	<p>Read chapter 8 and be prepared to present on the following key topics as they relate to the organization your team selected:</p> <ol style="list-style-type: none"><li>1. What is a strategic control system? What is the difference between feedforward and feedback controls?</li><li>2. What is restructuring? Why might a firm restructure? What are some of the common restructuring techniques?</li><li>3. Some management scholars argue that major restructuring efforts are an indication of the failure of management to correctly employ strategic control systems and to effectively management the organization. What do you think?</li><li>4. What is a divestiture? Describe the two common types of divestitures. What types of businesses should be divested?</li><li>5. What issues create the greatest challenges for managers in the future?</li></ol>



## Course Schedule:

	<b>Self-Assessments</b>          <b>Final Team Presentations</b>	<b>Individual and Group Self-Assessments</b> 1) Each executive will identify and present in class 3 things that he/she did well and 3 things that the team did well during the semester  2) Each executive will identify and present in class 3 things that he/she would like to continue improving and 3 things that the team needed to improve during the semester  Final Team Presentations (Worth 25% of your Grade) <b>Final student team oral &amp; written presentations on Strategic Management including Environmental Analysis; Organizational Analysis and a Strategic Plan</b>
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## Important Course Policies

- ◆ **Academic Integrity:** Academic dishonesty in any form is not tolerated. This policy is required to encourage consistent ethical behavior among students, and to foster a climate of fair competition. Personal integrity is a quality that is expected and respected at the University of Miami. Consequently, the Undergraduate Student Honor Code is in force at all times. Students are responsible for reading, understanding, and upholding the Honor Code (available through Dean of Students).
- ◆ **Attendance:** Your presence in class is essential to your ability to understand and apply the material covered in this course. Treat this class as you would any other professional obligation. By accepting a job you are making an implicit commitment to attend work regularly. By registering for this class, you make a similar commitment. Note that you will not be able to do well in this course without attending class regularly. Please note, I do require attendance, and I take roll at the very beginning of the class period. If you arrive late, it will be noted. If you arrive late regularly, every two late arrivals will be equivalent to one missed class. If you do miss class, it is your responsibility to contact classmates (not me) to obtain any materials/information from the missed class session(s).
- ◆ **Cell Phones:** Before you enter the classroom, please turn off and put away your cell phone (and anything else that may ring/beep). Laptops, smartphones, PDAs, and other electronic devices (such as recording equipment) may not be used during class without specific approval from the instructor.
- ◆ **Dropping the Course:** The policy for withdrawing from a course is dictated by the University. Any student who has not dropped by the official drop date will receive a grade for the course.

## **Course Schedule:**

If you wish to withdraw from the course, you must officially drop the course; if you just stop attending the class, you will receive a failing grade.

- ♦ **Incomplete Grades:** The Incomplete (I) grade will be recorded only when a student is unable to complete the course for a verifiable non-academic reason (such as accident/illness requiring hospital confinement). An Incomplete grade will not be assigned when a student is not in passing status, or when a student wishes to repeat the course. Both the professor and the Department Chair must approve all Incomplete grades in advance.
- ♦ **Extra Credit:** The University of Miami has a strict policy prohibiting extra credit assignments offered to individual students. If extra credit assignments are made available to one student, they must be made available to all students in a class, and all students so informed. Consequently, there will be no extra credit assignments in this course.
- ♦ **Accessibility Resources:** Reasonable accommodations will be provided through Accessibility Resources (AR), or by the instructor, for students who have a documented disability and are registered with AR. Accommodations will not be made for students who are not registered or who do not present the required letter. The accommodations letter must be presented to the instructor at the beginning of the semester, and a minimum of two weeks prior to the desired use of the accommodation. The instructor will coordinate with AR to determine the best way to accommodate the student for the course. Students should not assume that they will be accommodated in exactly the same manner for every course. It is the responsibility of the student to contact the instructor to request the details of all accommodations. Students may speak with the instructor and/or contact AR at 305/284-2374 for more information regarding classroom accommodations.

**Special Note:** This syllabus represents a class plan. The professor may make changes in this plan as the semester progresses. Typically, changes will be based on such factors as student capability, student interests, student performance, and any breaking business occurrences that warrant our immediate attention.