TENTATIVE SYLLABUS
MGMT 595
ADMINISTRATIVE POLICY
Thursdays, 5:30-9:15, spring 2007, BAFB

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Office Hours: MTWR 9-11:30am, & by appointment.

Supplemental handouts and articles

Course Description
The focus of this course is on strategic management and business policy formulation and implementation. This course is designed as a "capstone course" to help you synthesize and apply knowledge gained in earlier courses. You will have the opportunity to integrate the functional concepts, skills and techniques acquired in other courses, as well as exposure to strategic management literature, and apply these skills to actual business cases. The course attempts to encourage an integrated, multifunctional "general management" perspective of the organization and its environment to develop analytical and decision-making skills needed to cope with organizational uncertainties and business realities. This requires integrating the disciplines you have already studied and applying strategic concepts to plan and solve business problems, as well as performing strategic planning at various levels.

Teaching Methodology
The objectives of the course will be achieved through lecture/discussions, article reviews, the case method, and individual and group presentations. The cases and presentations will be used to illustrate and further develop the principles and concepts introduced during various lectures and discussions. Note: The College of Administration and Business is dedicated to enabling each student to reach his/her potential. Any student in this course who has a disability that may prevent him/her from fully demonstrating his/her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities.

Case Method
The case method allows you to acquire low-cost experience. It provides the benefit of applying concepts and theories--learning by doing--but in an environment where costs of mistakes are slight. It also provides you with practice in wrestling with important management issues. Sometimes we will come to a consensus regarding what the firm in question should do--but it is the reasoning process by which we arrive at the answer that's key. In other instances, a single "right answer" will not emerge, or several feasible alternatives will surface. This should not bother you unduly. The case method is intended to help us arrive at the right questions to ask, but answers may vary depending on assumptions and contextual factors.

For class discussion cases, prepare a summary to turn in at the end of class. Diagnose the company’s situation, including external opportunities and threats, internal strength/abilities/resources and weaknesses/ liabilities, thorough financial analysis, etc. Also, identify problems the company is facing, develop various action alternatives that can address the problems, analyze the pros and cons of the various action alternatives, and make your recommendations/implementation plans as specific as possible. You should use the tools and techniques covered in the chapters to “flesh out” your analysis and recommendations.
Class Participation
You must participate and interact in class discussions to show your knowledge of the case or reading and the applicable strategic management concepts. In evaluating the quality of participation in class discussions and assigned cases, I will consider your preparedness, logical reasoning, and the ability to apply general concepts to the specific situations under discussion. It goes without saying that you must be present to participate, so attendance is expected.

Exams
Solutions to exam questions should incorporate the concepts that we have discussed in class and that are covered in the text and readings. Exams may cover material from the chapters, readings, and cases, as well as other supplementary material introduced in the lectures/discussions.

Article Presentations
In order to familiarize you with strategic management research and practice, a portion of your work in this course will be devoted to reading and critiquing articles. Some of the days we discuss chapter content will include student-led discussion of articles (typically from the Academy of Management Perspectives). The discussion team is to provide a brief summary of each article highlighting the paper’s ideas and implications for managers, and make copies for distribution to the class. By doing so, each of you will have a full set of summaries by the end of the quarter to use for studying for the final exam. You will take turns leading the article discussions. We will discuss assignments on the first class day.

Case Analysis/Presentation
During the quarter, you will work in teams of three to four on an in-depth analysis of a company and industry of your choosing. The team is responsible for a written report and a formal in-class presentation. The presentation itself should last about 30-35 minutes; all group members should have a speaking role in the oral presentation. Following the presentation will be a question-and-answer period, during which a panel of students, chosen at the start of class, will ask questions of the presentation team (along with other class members). After the question and answer session has ended, the panel members will be asked to share their thoughts about the content of the presentation with the class. This will be a part of your participation grade. My comments will provide the final wrap-up. The following may be helpful as you complete the process.

Industry Analysis: The industry analysis includes two interrelated parts. The first part provides a broad overview of the industry, its boundaries, and its evolution over time, with particular emphasis on the key dimensions that have shaped its condition in the last several (10 or so) years. The industry analysis should discuss (but is not limited to) who the participants in the industry are, the nature of the markets, key strategic issues for the industry, growth rates, profitability, market shares, the products, financial trends, takeovers, the uncertainties in the environment, the distribution channels, and so on.

The second part of the industry analysis analyzes the current state of the industry in terms of the "five forces" framework proposed by Porter. In addition, the key points to be developed are the nature of competition, various segments in the industry, the general environmental trends that affect the industry, diversification efforts by participants, and probable scenarios for the future.

To summarize, the industry analysis includes issues such as the following:

1. Definition of the Task Environment
   - The competitors and their market shares
   - The products
- The value added chain (discuss each segment)

2. Key Success Factors in the Industry
- What are ways to compete? (Hint: think of business-level strategies)
- Historically, which of these have been most successful?
- What distinctive competencies are required in the industry? (Hint: What must a firm do well to compete effectively in this industry?)

3. Key General Environmental Factors
- How have demographic changes influenced this industry?
- How have technological changes influenced this industry?
- Which political/legal and social trends have been most important to this industry?
- Discuss economic trends and how this industry has internationalized

4. Strategic Groups within the Industry
- Identify strategic groups within the industry
- Name key firms or strategic business units in each strategic group
- Provide a detailed discussion of your grouping criteria (i.e., price/quality)
- Provide an X-Y chart of the strategic groups

5. Key Issues and Future Scenarios
- What key opportunities (in terms of products, vacant market niches, etc.) exist for this industry?
- What key threats (in terms of new entrants, product life cycle, product obsolescence, substitute products, etc.) exist for this industry?

Company Analysis: The company analysis also consists of two parts. The first part should provide a broad overview of the firm, its evolution over time, a discussion of its strengths and weaknesses, its financial performance, its product lines, its distinctive competencies, its structure, and its culture.

The second part of the analysis identifies the company's current strategy at the corporate, business, and functional levels, labels these strategies, and identifies any changes in strategy in the recent past (10 years or so). Further, the report analyzes the company's performance in light of the strategy followed, and your own evaluation of the current strategy. The report concludes with the key issues that the company is currently facing. The insights developed from the industry analysis should be of particular help in identifying the key issues/choices that the company faces, recommended actions, and implementation considerations.

To summarize, the company analysis includes issues such as the following:

1. Description of the Firm
- Company history
- Product lines
- The scope of the firm (geographic, target customers, technologies, etc).
- The size of the firm (sales, assets, employees, etc.)
- The firm's distinctive competencies
- The firm's culture and philosophies

2. Strengths and Weaknesses
- Functional areas that are particularly strong or weak
- Strengths and weaknesses of the firm overall
- Financial ratios and implications

3. Opportunities and Threats
- Provide a discussion of the opportunities and threats within the industry that are particularly applicable to your firm.

4. Current Strategy
   - Describe the firm's strategies at the corporate, business, and functional levels.

5. Issues Facing the Firm
   - Resource generation and allocation issues
   - Personnel issues (including managerial succession)
   - Stakeholder related issues
   - Political issues
   - Others that you feel are important

6. Recommended Actions
   - What should your firm change about its corporate, business, and functional strategies to become more effective? (Hint: Be creative. Don't just discuss what they've been doing in the past. Provide solid recommendations for future actions.)

Team members will not necessarily receive the same grade. Your grade will depend significantly on your teammates' evaluation of your contribution to the total effort.

The following criteria will be used to evaluate the group projects:

GROUP CASE ANALYSIS/PRESENTATION EVALUATION FORM

1. Oral presentation
   A. Clear, coherent delineation of topics
   B. Clarity and effectiveness of verbal presentation
   C. Use of visual aids

2. Effectiveness of written report
   A. Organization: Title page, outline, good flow
   B. Presentation: Typing, graphics
   C. Writing style, use of grammar

3. Problem definition
   A. Understanding of the existing strategy
   B. Identification and clear statement of key problems

4. Analysis of strategic choice
   A. Identified strategic alternatives
   B. Evaluated major alternatives
   C. Justified selection of alternatives
   D. Clarity and orderliness of the analytical process

5. Implementation
   A. Related key implementation steps to strategic choice
   B. Consideration of structure, systems and leadership

Grading:

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<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>300</td>
</tr>
<tr>
<td>Exam 2</td>
<td>300</td>
</tr>
<tr>
<td>Final case analysis/presentation</td>
<td>300</td>
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<tr>
<td>Participation*</td>
<td>100</td>
</tr>
<tr>
<td>Total Points Available</td>
<td>1000</td>
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* Participation includes meaningful contributions to class discussion; article presentations and case summaries; experiential exercises and other activities; and obviously attendance.

Final grades will be assigned as follows: A=900-1000, B=800-899, C=700-799, D=600-699, F=599 or less.

**TENTATIVE COURSE SCHEDULE**

**March**
8  Overview of the course  
Discussion of assignments and introductions  
TEAMS SHOULD BE FORMED/Assign and discuss case projects  
Chapter 10 - Corporate Governance  
Choose topics for article presentations

15  *Article discussion: Pay without performance: Overview of the issues*  
*Article discussion: Executive compensation and incentives*  
Chapter 1 - Strategic Management and Strategic Competitiveness  
Chapter 2 - External Environment: General and Task Environment

22  Chapter 3 - Internal Environment  
*Article discussion: The Toyota way in services: The case of lean product development*  
*Article discussion: The darker side of lean: An insider’s perspective on the realities of the Toyota production system*  
**Class Discussion Case**

29  Chapter 4 - Business-Level Strategy  
Chapter 5 - Competitive Dynamics  
**Class Discussion Case: Whole Foods Market**

**April**
5  Chapter 6 - Corporate-Level Strategy  
Project Assessment and Review

12  Midterm Exam

19  Chapter 7 - Acquisition and Restructuring  
**Class Discussion Case: News Corp. in 2005**

26  Chapter 8 - International Strategy  
*Article discussion: Managing in a changing world: From multiculturalism to hybridization—the production of hybrid management cultures in Israel, Thailand, and Mexico*  
*Article discussion: In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE*  
**Class Discussion Case: Anheuser-Busch and Harbin Brewery**  
Chapter 9 - Cooperative Strategy
| May  | 3  | Chapter 11 - Organizational Structure and Controls  
|      |    | Chapter 12 - Strategic Leadership  
|      |    | *Article discussion: The good, the bad, and the misguided: How managers inadvertently encourage deviant behaviors*  
|      |    | **Class Discussion Case**  
| 10   | Team Presentations  
| 17   | Exam 2 |