

**UNIVERSITY OF SOUTH CAROLINA AIKEN
SCHOOL OF BUSINESS ADMINISTRATION**

ABUS 478-Strategic Management

Spring 2008, Section 001, TTH 9:25-10:40AM, BSED 236

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Office Hours
Tues & Thurs 10:45 a.m.-12:15 p.m., 1:30-3:00 p.m.
Online*: Weds 10:00-11:00 a.m., 2:00-3:00 p.m.
*Call or e-mail
Other hours by appointment
Calls or e-mails are welcome anytime

School of Business Administration Mission Statement

The School of Business Administration focuses on creating a caring learning environment in its accredited undergraduate program. The program prepares students to meet the dynamic global, technological and ethical challenges of business and society.

Course Description

A study of the strategic management process and of the formulation and application of functionally integrated business policy by top management. Emphasis is on decision-making in the face of changing conditions.

Prerequisites: ABUS 350 (Marketing), ABUS 363 (Finance), ABUS 371 (Management and Leadership) and Senior Standing. *Credit Hours:* 3

Course Objectives

Upon completion of this course students should:

Have a general understanding of the aspects of developing and executing business strategy from the highest management levels of an organization. Students will demonstrate that understanding through case analyses, a business simulation (BSG) and the strategic analysis of their BSG organization. The primary functional aspects include analyses and decisions regarding: (a) product/service markets and marketing strategies, (b) financial plans and sources of financing, and (c) strategic management and competitive advantage. More specifically, students should be able to:

1. Understand the strategic management process and its importance.
2. Know the nature and importance of organizational mission statements and objectives.
3. Know how to conduct an industry and competitive analysis of the external environment.
4. Know how to conduct a company situation analysis of the internal environment.
5. Identify alternative types of business strategies and the concept of managing for competitive advantage.
6. Discuss the importance of functional level strategy.
7. Identify and discuss corporate level strategy with extensive coverage of the issues relating to diversification.

8. Know the effects of a world economy and global competitors on strategic management decisions.
9. Understand the strategy implementation process including its relationship to objectives, resources, and functional activities within the organization.
10. Discuss the linkage of organizational structure and strategy implementation.
11. Discuss the importance of and approaches to strategic control during the strategy implementation process.
12. Integrate the concept of ethics and its impact on corporate behavior and governance.
13. Use cases to develop analytical and decision making skills.
14. Be experienced in presenting strategic decisions through oral and written communication.

Required Text and Materials

1. *Crafting and Executing Strategy: The Quest for Competitive Advantage, 15th Edition.* By Arthur A. Thompson, Jr., A.J. Strickland, III & John E. Gamble. McGraw-Hill, 2007
2. Online Access Code: *The Business Strategy Game: A Global Industry Simulation,* By Arthur A. Thompson, Gregory J. Stappenbeck & Mark A. Reidenbach McGraw-Hill, 2007.

Professor's Background

Dr. Michael J. "Mick" Fekula is an Assistant Professor of Management at the University of South Carolina Aiken. He holds a Ph.D. in Business Administration from Penn State University, an MBA from the University of Wyoming, and a B.S. in Management from Lehigh University in Bethlehem, Pennsylvania. His current teaching and research interests include strategic management, leadership ethics, entrepreneurship, organization theory, and character education. Dr. Fekula is a retired Air Force Officer. During his military career he taught management at the U.S. Air Force Academy and served as a Missile Operations Officer at F.E. Warren AFB in Cheyenne, Wyoming.

Instructional Philosophy and Methodology

Teachers open the door, but you must enter by yourself (Chinese Proverb). The effectiveness of your learning experience relies upon consistently preparing for each class by accomplishing the assigned reading and tasks. Preparation ensures that you can interact with the professor and fellow students by both answering and asking questions in order to better understand the course material. Video clips, experiential exercises, cases and discussion questions will be used to engage students in classroom lessons. The professor expects all students to actively participate in classroom activities. All assignments contribute to helping you develop your final project. Your exams, cases, and simulation effort are used to assess the degree to which you have met the course objectives.

Course Schedule

#	Date	Topic	Pre-Class Assignments
1	T 1/15	Course Introduction & Structure Syllabus Philosophy of Learning	
2	Th 1/17	What is Strategy? Identifying Strategy	Read Chapter 1 Read Guide to <i>A Guide to Case Analysis</i> at www.mhhe.com/thompson under Student Edition or in Blackboard under Course Documents
3	T 1/22	Creating & Executing Strategy Values, Vision, Mission, Objectives	Read Chapter 2 Read Case: #1 <i>Whole Foods Market</i>
4	Th 1/24	External Environment: Economic & Industry View	Read Chapter 3: pages 48 - 74 Read Cases: #3 <i>JetBlue Airways</i> & #6 <i>Competition in the MP3 Player Industry in 2005</i>
5	T 1/29	External Environment: Strategy & Managerial View	Read Chapter 3: pages 74 – 90 Read Case: #4 <i>Competition in the Golf Equipment Industry</i>
6	Th 1/31	Internal Environment: Resources	Read Chapter 4: pages 94 – 109 Read Case: # 7 <i>Apple Computer in 2006</i>
7	T 2/5	Internal Environment: Value Chain & Competitive position	Read Chapter 4: pages 109 -106 Read Case: #5 <i>Dell Inc. in 2006</i>
8	Th 2/7	Business Strategy & Competitive Advantage	Read Chapter 5 Read Case: #8 <i>Netflix vs. Blockbuster vs. Video-on-Demand</i>
9	T 2/12	Supplementing Strategy	Read Chapter 6 Read Cases: #10 <i>Smithfield Food's Vertical Integration Strategy</i> & #18 <i>Google Inc. in 2006</i>
10	Th 2/14	Corporate Strategy: Diversification	Read Chapter 9 Read Cases: #21 <i>Adidas</i> & #22 <i>Proctor & Gamble's Acquisition of Gillette</i>
11	Th 2/19	MFT Exam Prep Class	To review for this exam, go to http://www.ets.org Click on "Major Field Tests," then page down and click on "Business" for both test description and for sample questions. Study those business areas listed in test description. Also see handout.
12	Th 2/21	<i>The Business Strategy Game</i> (BSG)	Read the BSG Online Manual Complete BSG Quizzes Accomplish BSG Practice Inputs
13	T 2/26	BSG Team Meeting	Submit BSG Input 1
14	Th 2/28	MFT Prep Dates: February 29 or March 1	Study disciplinary areas for the MFT Per Class instructions.

15	T 3/4	BSG Team Meeting	Submit BSG Input 2
16	Th 3/6	BSG Team Meeting	Submit BSG Input 3
		Spring Break: No Class	
17	T 3/18	BSG Team Meeting	Prepare & submit 3-year Strategic Plan (use Option in BSG Program & Appendix in Manual). Submit BSG Input 4
18	Th 3/20	BSG Team Meeting	Submit BSG Input 5
19	T 3/25	BSG Team Meeting	Submit BSG Input 6
20	Th 3/27	International Strategy	Read Chapter 7 Read Case: #29 <i>Starbucks Global Quest in 2006</i> Submit BSG Input 7
21	T 4/1	Tailoring Strategy	Read Chapter 8 Read Case: #13 <i>Kodak at a Crossroads</i> Submit BSG Input 8
22	Th 4/3	Governance Ethics & Social Responsibility	Read Chapter 10 Read Cases: #12 <i>Krispy Kreme Doughnuts in 2006</i> Submit BSG Input 9
23	T 4/8	Strategy Execution & Structure	Read Chapter 11 Read Cases: #10 <i>eBay: Facing the Challenge of Global Growth</i> Submit BSG Input 10
24	Th 4/10	Strategy Execution & Operations Sustaining Competitive Advantage	Read Chapter 12, Handout or Blackboard posting
25	T 4/15	Leadership, Culture & Innovation & Exam Review	Read Chapter 13 Begin studying chapters 1-13, associated cases and material covered in class
26	Th 4/17	Comprehensive Exam	Study Chapters 1-13, associated cases and material covered in class
27	T 4/22	BSG Project Presentations Complete Course Critiques	Formal Presentation in numeric order (20 minutes each)
28	Th 4/24	BSG Project Presentations	Formal Presentation in numeric order (20 minutes each)

Evaluation: Assignment Weights, Grading & Criteria

<u>Assignments and Grading</u>		<u>Grading Scale*</u>	
MFT Exam	35%	A	90-100
Comprehensive Exam	20%	B+	88-89.9999
Case Presentations	10%	B	80-87.9999
Simulation Rank	15%	C+	78-79.9999
Final Project & Presentation	15%	C	70-77.9999
Oral Skills & Class Participation	5%	D+	68-69.9999
		D	60-67.9999
		F	Below 60

MFT Exam. The USCA School of Business Administration uses the *Major Field Test (MFT) in Business* to assess the level to which Senior Standing students are achieving program outcomes in the functional areas of business. Information about the MFT can be found at <http://www.ets.org>. Click on “Major Field Tests,” then page down and click on “Business” for both the test description and for sample questions. Students should review and study those business areas listed in the test description.

Comprehensive Exam. The exam is comprehensive with a variety of question forms including, but not limited to true/false, multiple choice, fill-ins, matching, short answer essay, cases analyses and application exercises.

Simulation. Teams will be rank-ordered based upon their financial performance in the *Business Strategy Game*. Since this is a competitive situation between teams, team members should not share proprietary information with other teams. Course-score points will be awarded based upon the final BSG performance rank-order and the degree of dispersion between the final rank-order scores relative to the highest possible score and other team scores. Also, individual contribution to the group effort will be assessed via the online Peer Evaluation form. An indication of insufficient contribution to the group effort will reduce the simulation score for an individual by a minimum of 10 points on the 100-point scale.

Case Presentations. Each group will analyze and present three cases during the semester. Due dates and criteria will be provided in class.

Final Project and Presentation. Each team will develop, present, and submit a comprehensive strategic analysis of their activities in the BSG. The criteria for this project will be provided in class.

Oral Skills & Class Participation. Each student will receive an oral skills performance score based upon: (a) all assignments requiring presentations, (b) effective classroom participation, and (c) attendance (see attendance policy below).

Policies and Statements

Submission of Assignments: Except for the two exams, all assignments must be submitted electronically through the Blackboard system. PowerPoint presentations used in class for the case analyses must be posted to the designated Blackboard Discussion Board area for all students to access and study for the comprehensive exam. The Final Project and associated PowerPoint slides must be posted to the designated Blackboard area.

Feedback & Scores: Feedback and scores will be posted to Blackboard for review.

Late Work, Make-ups & Re-takes. Assignments submitted late receive a score on a 100-point scale and then 10 points are deducted from that score. Work submitted or requests for make-ups later than one week after the due date receive no credit. ***No work is accepted after April 28th, 2008.*** Coordinate all late submissions and make-ups with the professor. There is no opportunity for re-takes or extra credit.

Incompletes. A grade of “I” can be given only as the result of unavoidable circumstances occurring at the end of a semester which preclude the student from submitting work on the last day of class or from taking a final exam. In addition, a grade of “I” can be requested by the student only when the student, professor, and School Head have signed an *Incomplete Grade Contract* prior to the submission of grades. Avoid incompletes.

Attendance Policy. Students are expected to prepare for, attend and participate in each scheduled class. Each absence will decrease your Oral Skills & Class Participation grade by 10 points on a 100-point scale. In order to obtain credit in a course, a student must attend a minimum of 80% of the class sessions. At the discretion of the professor, assigning a course grade of ‘F’ for excess absences is possible. In the event of unavoidable circumstances, the student can petition the professor for an *excused* absence, but must do so within one week of the absence. See the USCA 2007-2008 Programs Bulletin for examples of excused absences.

Disability Statement: If you have a physical, psychological, and/or learning disability which might affect your performance in this class, please contact the Office of Disability Services, 126A B&E, (803) 641-3609, as soon as possible. The Disability Services Office will determine appropriate accommodations based on medical documentation.

Academic Honesty. As members of the academic community, students are expected to recognize and uphold standards of intellectual and academic integrity. All students have a responsibility to adhere to the *USCA Academic Code of Conduct* for all graded assignments. Students who do not adhere to the *USCA Academic Code of Conduct* will receive a zero on any test, paper or assignment in which the code is violated. A violation may also result in a grade of ‘F’ for the course. *It is the responsibility of every student at USCA to be familiar with the “code” as published in the 2007-2008 USCA Student Handbook.*