

Strategic Management

An update of the traditional strategy/capstone course:
a combination of modern, vintage, and a unique project twist at the end.

If you do not look at things on a large scale, it will be difficult for you to master strategy.
Miyamoto Musashi, 1645

To win one hundred victories in one hundred battles is not the acme of skill. To subdue the enemy
without fighting is the acme of skill.
Sun Tzu, 500 BC

There is nothing more difficult...more perilous...or more uncertain...than to take the lead in the
introduction of a new order of things.
Niccolo Machiavelli, 1513

Required books: Hill & Jones, Strategic Management Theory
Sun Tzu, The Art of War (circa 500 BC)
Niccolo Machiavelli, The Prince (1513)
Miyamoto Musashi, A Book of Five Rings (1645)

DOWNLOADS ARE IN BLUE Note: The Course Schedule may change as the semester progresses.

Date	Topic	Readings and assignments
Day 1	Set 1 Orientation & Introduction	-
Day 2		<p>READ Ch. 1 Strategic Management Process Also, Ben & Jerry's ice cream website benjerry.com - read about the company's history and values</p> <p>DUE TODAY: 1. Apply Chapter 1 concepts to the evolution and strategy of Ben & Jerry's. (1 page)</p>
Day 3	Video: Wake Up Call	<p>READ Machiavelli, Introduction through Chapter 1, and Chapter 25</p> <p>Musashi, p. 1-44, 48-50, 69-70. (Preface, Introduction through "Outline of the 5 Books", last 3 pages of Ground, first 2 pages of Fire)</p> <p>Sun Tzu p. 63-70. (first chapter)</p>

		<p>DUE TODAY:</p> <p>1. In chapter 1, read the various "Strategy in Action" 1-page cases. Discuss at least two in the context of Machiavelli, Musashi and Sun Tzu. (1 page)</p>
Day 4	<p>Set 02 Corporate Governance and Culture</p>	<p>READ Ch. 11</p> <p>Also, re-read Ch 1, p 13-17</p>
Day 5	(continued)	<p>READ Machiavelli, Chapters 15-23</p> <p>In class:</p> <p style="padding-left: 40px;">Mission statement exercise</p> <p style="padding-left: 40px;">Emergent Strategy, Mission, Values:</p> <p style="padding-left: 40px;">Video: Illegal and Thriving</p>
Day 6	<p>Class: 7 - 9 pm</p> <p>Movie hint: loco</p>	Receive assignment in theater
Day 7	Discuss theater session	<p>READ Handouts: Lend-Lease, Nike</p> <p>Sun Tzu, p. 81-84, 90-93, 114-115, 125-130, 143. (i.e., Chap 4, first several pages Chap 5, last 2 pages Chap 8, Chap 10, Chap 12)</p> <p>DUE TODAY:</p> <p>1. Drawing on the textbook, Musashi, and Sun Tzu, discuss differences and similarities between Nike and "Lend-Lease". (1 page)</p> <p>2. Paper from theater session.</p>
Day 8	<p>Corporate Governance and Culture (continued)</p> <p>Value systems and impact on decision-making</p> <p>Value system comparison slides</p>	-
Day 9	<p>Industrial Organization: Performance as a Function of Environment</p> <p>Set 03 Industry Analysis</p>	<p>READ Ch 2 - External Analysis</p> <p>Machiavelli, Chapters 24-25</p>
Day 10	(continued)	
	<p>Five forces</p> <p>Video: Vives Les Nukes</p>	-
Day 11	<p>Strategic groups Trends</p> <p style="text-align: center;">+</p>	<p>READ Ch 3 - Internal Analysis</p> <p>Machiavelli, Chapters 10,12,13,14</p>

	<p>Set 04 Internal Resources</p> <p>Resource-based View: Performance as a Function of Rare, Valuable and Inimitable Resources</p>	
Day 12	<p>Set 05 Business Level Strategy</p>	<p>READ Ch 6 - Environment/Lifecycle</p> <p>Handout: Li & Fung (global apparel sourcing)</p> <p>Handout: The Most Devastating Retailer in the World. (Zara)</p> <p>Visit Zara's website www.zara.com</p> <p>DUE TODAY: 1. Considering concepts from Chapters 5 and 6, compare and contrast Zara and Li & Fung. (2 pages)</p>
Day 13	<p>(continued)</p> <p>Video: Get Me The Geeks!</p>	
Day 14	<p>(continued)</p> <p>Set 06 Functional Level Strategy</p> <p>Receive final project assignment</p>	<p>READ Ch 4 - Functional Strategy</p> <p>Handout: <u>Washington Post</u> article on meatpacking industry</p> <p>Read link: The Jungle excerpts</p> <p>DUE TODAY: 1. Considering the relationships between efficiency, quality, innovation, and responsiveness as discussed in Chapter 4, develop a set of 5-6 specific recommendations, prioritized and explained, for firms in the modern industry. (1 page)</p>
Day 15	<p>Midterm review</p> <p>Sample questions</p> <p>Review slides</p>	-
Day 16	Midterm Exam (in class)	-
Day 17	Return and discuss exams	-
Day 18	<p>Set 07 Corporate and Global Strategy</p> <p>Video: Explosion at Texas City</p>	<p>READ Ch 8 - Global Strategy</p> <p>Ch 9 - Corporate Strategy (integration, outsourcing)</p> <p>Ch 10 - Corporate Strategy (diversification, mergers and acquisitions)</p> <p>Machiavelli, <u>The Prince</u>, Chapters 3-9</p>
Day 19	<p>Class 7 - 9 pm</p> <p>Movie hint: boat</p>	<p>Subject: Coverage: emergent strategy and Allison's 3 models of organizational decision-making.</p> <p>Application regarding decision-making, governance, external environment, internal analysis</p> <p>Receive assignment in theater</p>

Day 20	Discuss theater session	DUE TODAY: Paper from theater session
Day 21	Putting it all together: DeBeers	In class: Watch/discuss first third of The Diamond Empire Receive Tiffany case Here are some other links you'll enjoy: http://en.wikipedia.org/wiki/De_Beers http://www.debeersgroup.com/debeersweb http://www.debeers.com/us/ http://inquirer.gn.apc.org/afrodia.html
Day 22	Discuss DeBeers/Tiffany	In class: Watch/discuss second third of The Diamond Empire (watch the final part on your own if desired) DUE TODAY: 1. What are Tiffany's business, corporate, and international strategies? (1 page) Questions for class discussion after watching second third of video: What are DeBeers' business, corporate, and international strategies? How many ways can you list that DeBeers develops monopoly power?
Day 23	Summary discussions	-
Day 24	(continued)	
Day 25	Final Project Presentations 7-9 pm	DUE TODAY: Final Project
Days 26-28	Evaluating Strategies Course wrap-up and review slides	
	Final Exam	DUE: Course feedback assignment

Dr. Mark W. Pruett
Office hours XXXXXX and by appointment
Call or stop by anytime.

The strategy class description from the catalog: Integrates and draws upon knowledge gained in the core business disciplines to develop a holistic perspective of organizations competing in dynamic external environments. The course engages students in understanding how organizations identify and create new opportunities to sustain a competitive advantage. Emphasis on acquiring and demonstrating analytical skills needed to implement successful strategies.

Papers All papers to be double-spaced, 1" text margins, Times Roman 12-point, no cover page. Please proofread and spellcheck your paper before turning it in.

Grading It's simple—show that you understand and can apply course concepts and skills.

Preparation/participation I will arrive on-time, prepared, awake, and ready to participate. Please respect your classmates by doing the same. Ask thoughtful questions, raise interesting points, do the readings and written assignments, and take part in in-class activities.

You start the semester with no participation points and build points by demonstrating a consistent pattern of behavior. Being unprepared for or missing a single class will not affect your participation grade, but missing several classes or showing a pattern of poor preparation will. The following is a general guide, not a strict rule, on how points will be assigned based on expected behaviors.

0/45 Poor attendance/timeliness/preparation and/or being distracted by electronics.

20/45 Inconsistent attendance/prep or participation in discussion & exercises. Writing shows mediocre preparation, content, and editing.

35/45 Consistent attendance/prep, regular participation in discussion and exercises. Writing shows solid preparation, content, and editing.

45/45 Consistent insight - great questions, applies and integrates concepts, helps classmates by asking them questions and providing constructive feedback when appropriate, demonstrates leadership. Writing shows outstanding preparation, content, and editing.

Grade Breakdown

Preparation/participation/papers 45, midterm 35, final 20

A 90 and above, B 80-89, C 70-79, D 60-69, F below 60