

College of Business + Economics

MGMT*4000 Strategic Management Fall 2014 – Course Outline

Description

Strategic management is a synthesis of the principles of business management with emphasis upon the formation of business decisions and policies. The purpose of this course is to enable the student to draw on analytical tools and factual knowledge from other courses in analyzing comprehensive business problems and establishing viable plans and methods to implement the developed plans of action.

Class Times, Location and Instructors

There are four hours of scheduled classes per week at the times and locations indicated below.

	Time and Location	Instructor Name, Contact Details, Office Hours
1	Monday 08:30AM - 10:20AM MACN, Room 118 Wednesday 08:30AM - 10:20AM ALEX, Room 028	Mir Tabatabaeilofti mtabatab@uoguelph.ca School of Hospitality, Food & Tourism Management MINSB45: Office Hours by Appointment
2	Monday 11:30AM - 01:20PM MACS, Room 121 Wednesday 11:30AM - 01:20PM MCLN, Room 101	Mir Tabatabaeilofti mtabatab@uoguelph.ca School of Hospitality, Food & Tourism Management MINSB45: Office Hours by Appointment
3	Monday 02:30PM - 04:20PM MACS, Room 129 Wednesday 02:30PM - 04:20PM MCLN, Room 107	Dr. Erna van Duren (evandure@uoguelph.ca) School of Hospitality, Food & Tourism Management MACS302: Mondays 1;00 to 2:20
4	Monday 07:00PM - 08:50PM MACS, Room 129 Wednesday 07:00PM - 08:50PM MCLN, Room 101	Rita Hansen Sterne, rsterne@uoguelph.ca School of Hospitality and Tourism Management MINSB45: Office Hours by Appointment
5	Tuesday 08:30AM - 10:20AM MACS, Room 129 Thursday 08:30AM - 10:20AM MACS, Room 129	Rita Hansen Sterne, rsterne@uoguelph.ca School of Hospitality, Food and Tourism Management MINSB45: Office Hours by Appointment
6	Tuesday 11:30AM - 01:20PM MINS, Room B17 Thursday 11:30AM - 01:20PM MINS, Room B17	Knut Brundtland, kbrundtl@uoguelph.ca School of Hospitality, Food and Tourism Management MACS104 Office Hours by Appointment
7	Tuesday 02:30PM - 04:20PM MACS, Room 129 Thursday 02:30PM - 04:20PM MACS, Room 129	Bruce McAdams, bmcadams@uoguelph.ca School of Hospitality, Food and Tourism Management MACS206: Office Hours by Appointment
8	Tuesday 07:00PM - 08:50PM MACS, Room 129 Thursday 07:00PM - 08:50PM MACS, Room 129	Knut Brundtland, kbrundtl@uoguelph.ca School of Hospitality, Food and Tourism Management MACS104: Office Hours by Appointment
9	Monday 09:30AM - 11:20AM MINS, Room B17 Wednesday 09:30AM - 11:20AM MACS, Room 129	Vikkram Singh, vikkram@uoguelph.ca School of Hospitality, Food and Tourism Management MINSB45: Office Hours by Appointment
10	Monday 07:00PM - 08:50PM MINS, Room B17 Wednesday 07:00PM - 08:50PM MINS, Room B17	Vikkram Singh, vikkram@uoguelph.ca School of Hospitality, Food and Tourism Management MINSB45: Office Hours by Appointment

Required Course Materials

Strategic Management for Leaders for a Sustainable World (MGMT4000) ISBN 017648146X

Communications

1. Please ensure that you have access to the internet and your University of Guelph e-mail.
2. Only e-mails originating from official University of Guelph e-mail accounts will be answered.
3. Normal turnaround time for emails and questions or comments posted in CourseLink is 24-36 hours on weekdays and 48-60 hours on weekends.
4. Faculty may require you to turn off your laptop and cell phones (including notifications) during class. Do not rely on these devices to take notes or access class materials unless you have been formally accommodated by registering with the Center for Students with Learning Disabilities.
5. Remember to use professional language and style in all emails and postings in CourseLink.

Attendance Policy

Each student will pick up his/her name card at the beginning of each class and return it at the end of class. Instructors track attendance using this system.

Learning Outcomes

Successfully completing this course means that the student will:

- 1) Be able to identify and use the components of an organizational strategy to assess, develop and propose changes to, strategies in a variety of organizations and contexts. The components include:
 - a) Strategic direction
 - b) Product-service offerings
 - c) Competitive premise
 - d) Business system
- 2) Be able to apply analytical methods and performance measures covered in other required courses such as economics, marketing, accounting and financial management, managing people in organizations and operations management.
- 3) Be able to identify factors external to the organization and use them to assess and develop organizational strategy using the following models and methods:
 - a) PESTLE
 - b) Industry – Porter’s Five Forces level models
 - c) Stakeholder Theory and others
 - d) SWOT+ assessments
- 4) Be able to identify factors internal to the organization and use them to assess and develop organizational strategy using the following models and methods:
 - a) Tangible and intangible resources model
 - b) Capabilities and competencies
 - c) Resource based theory and others
 - d) SWOT+ assessments
- 5) Be able to research, design and present strategic management oriented communications, such as:
 - a) Memos
 - b) Individual Presentations
 - c) Team Presentations
 - d) Case Analyses
- 6) Be able to participate meaningfully in discussions about strategic management and related topics
- 7) Work effectively in a small team, face-to-face and using an on-line system, and assess that work in a structured, transparent and professional manner

Student Evaluation

Active participation in class, individual writing assignment and presentations, as well as a team research project and presentations and final exam are the key elements we use to evaluate student learning.

Students may be evaluated in any scheduled class.

Element	Description	Weight		
		Individual	Team	Total
Case Memos	Cases 1 and 2			25%
<i>Individual</i>	Executive Summary, Case Assessment, Format (2 cases @ 7.5% each)	15%		
<i>Team</i>	Appendices, References, Format (2 cases @ 5% each)		10%	
Participation				
<i>Case</i>	In class case discussion for cases 3 and 4			
<i>General</i>	Participation in class discussions, in-class writing assignments and other course related activities. May be graded on any class day.	20%		20%
Research Project	Students will form and work in teams of 4 students to complete a research project on organizational strategy. It has team and individual components.			30%
<i>Team</i>	Work plan, two team presentations, ongoing team work (in-class and in your team's CourseLink discussion area) and a series of peer evaluations		15%	
<i>Individual</i>	Two presentations to the class at 7.5% each	15%		
Final Exam	A final exam covering all course work will be scheduled during the exam period. s	25%		25%
TOTAL		75%	25%	100%

Policy on Late or Missing Work

Any assignments or work that is late will be penalized as follows.

- 0-24 hours late – 50% grade discount (all work must be submitted in the appropriate location; this applies to individual and team assignments (i.e. if a team assignment is late, all team members will be penalized). If work is submitted in the wrong place, it will be considered late. If any part of an assignment is late, the penalty will be applied.
- More than 24 hours late -- a grade of 0 will be assigned

Medical notes *may* be required for *any* work that is missed due to illness. In the case of illness, grades will be allocated to the final exam.

If you are registered with the [Centre for Students with Disabilities](#) and will require some form of accommodation in the completion of the required learning activities for this course, please meet with your section instructor after the first day of class.

Evaluation Components

Case Assessment Memo

These reports require analysis, a written assessment of the case and an executive summary. Details are provided on the CourseLink site. Students work in their teams to prepare the analysis. Part of the assignment is submitted as a team and part is submitted on an individual basis.

Participation

Participation will be graded in most classes during the semester using a variety of approaches. Students may be asked to participate in any class, and it is expected that they are able to unless they have been formally accommodated by the Center for Students with Learning Disabilities.

Cases

For cases 3 and 4 participation in the class discussion will be graded. Details on the evaluation schemes are provided on the CourseLink site. Students are expected to have completed the work that would be contained in the case memo appendices to prepare for participation in these cases, and may be asked to prepare an Executive Summary during class time.

General

This includes in-class group or team activities, spoken or written answers to questions posed by the course instructor on any aspect of the course including readings or presentations as well as in-class writing assignments. Note that general participation may be graded on any scheduled class day.

Research Project

Each student will be part of a team which completes a research project and presents the results of that research through a series of in-class presentations. All presentations will require accompanying Speaker's Notes. Each student will share in a team grade for this project but will also be evaluated on an individual basis for part of this project. The team and individual elements of the project are explained in more detail below.

Team Composition

Students will be part of a 4-member team which is responsible for researching, assessing and presenting on the strategic management of an organization during many classes in the semester. Teams will be formed on the first day of class. Only students present in the first class will be able to select their own teams. All other students will be assigned to teams by the instructor on the first class day. Students must form teams of 4 students if they want to select their own teams. Section instructors have the discretion to remove or add students to any team for any reason.

Each team will be assigned an organization that will be focus of the team strategic management projects. The list of organizations is provided in Course Link under "Team Research Project"

Team Element

The team elements of the research project include:

1. Developing, presenting and posting a work plan. The work plan must include a Gantt chart that is prepared in MS Excel.
2. Organizing your team work area in CourseLink so that it contains "easy to find" headings, labels and names etc. for all elements of the research project that are to be graded. The team work area must also be consistent with the team work plan and the Gantt chart.
3. Conducting a series of team evaluations
4. Preparing a list of references for the research project that are listed as extra pages in your team first's presentation (i.e. you do not present the references, but they should be provided on one or more slides). For the first presentation, the team will be expected to list at least 25 references that include all of the following types:
 - a. Company reports (includes annual and quarterly reports, CSR / Sustainability reports etc.)
 - b. Web Page materials (company presentations, webcasts, YouTube or other video materials etc.)

- c. Industry Assessments (prepared by government agencies, consultants, industry associations etc.)
 - d. News articles (from at least five different sources)
 - e. Relevant academic sources (journal articles, books, research Monographs etc.)
5. A KICK OFF “WORK PLAN” *5 Minute Team presentation on “WHAT OUR TEAM PLANS TO LEARN ABOUT STRATEGIC MANAGEMENT BY RESEARCHING “NAME OF COMPANY” AND HOW WE PLAN TO DO THIS!”*
- a. This presentation is to include no more than 5 slides and cover any requirements discussed on this course outline and in the “Assignments” portion of the CourseLink site.
 - b. Make sure that your first slide contains your section # team # and all team members’ names, and preferably a photo of each team member.
 - c. Include your list of references for the research project as slides that you do not show to the class during the presentation.
 - d. These references should include 25 references discussed in 4. above
6. A final 10 Minute Team Presentation on “*OUR TEAM’S LESSONS ABOUT STRATEGIC MANAGEMENT*” that summarizes the four most important and/or interesting “take-aways” that each team deems to be the most worthwhile to share with the class. As with the kick-off presentation, all team members must be prepared to speak to any slide since the order of speakers will be randomly determined at the beginning of the presentations.

Individual Element

The research project requires eight, 5-minute presentations that are accompanied by Speakers’ Notes. Each student on the team will present two of these eight. Each team will determine who in the team will present in the first group of four individual presentations, and who in the team will present in the last group of four individual presentations. This information must be included in the kick-off presentation. For example, student “A” may do presentation 1 and 8, but not 5 and 8 or 1 and 4.

The topics of the eight presentations are listed below

1. General Environment Assessment – PESTLE
2. Industry Environment Assessment – Porter’s Five Forces
3. Organizational Performance Assessment - Financial, Operating, Marketing, Other Relevant Performance Measures
4. Organizational Strategy Description
5. Internal Analysis
6. Stakeholder Assessment
7. Scenarios for the Future Analysis
8. Proposed changes to strategy and action plan

Each individual presentation has the following elements:

1. A set of 5 slides that are presented in 5 minutes
2. One slide on the topic being presented and a quick summary and/or diagram of the models, theories or frameworks that were used to organize the analysis of the topic.
3. Three slides that highlight the results of the analysis
4. Speaker’s Notes which accompany the slides, which must relevant references in APA format and other important material that you might want to include.

Note

All team and individual presentations must be submitted using the instructions provided at the times indicated on the course schedule.

All presentations must be submitted in ***PDF format before your presentation*** to the PEAR system (as per the class schedule). Your section number, team number and the name of the organization and topic of your presentation must be in the name of the file that you submit.

As well, for all presentations that occur during any given week, the slides along with all the accompanying Speakers Notes must be posted in COURSELINK as per the course schedule. Again, these should be ***posted in PDF format***, and your section number, team number and the name of the organization and topic of your presentation must be in the name of the file that you submit)

Final Exam

The final exam covers all class material.

Course Schedule

This will always be posted in CourseLink.

Note that all dates, with the exception of the Final Exam are subject to change due the extensive use of team work in this class.

In the event of a change to the schedule, a new schedule will be posted with a revision # and date.