

**COURSE:** MGT 435 Strategic Management and Marketing

**TERM:** MGT 415 is an online course designed for self-paced progression and instructor/student interaction via the Internet and the Blackboard interface.

**COURSE DESCRIPTION:** A study of the formulation and implementation of strategies. This is a capstone course involving coordination and integration of knowledge and techniques acquired in previous courses. Particular attention is given to determining company strategy in defining major policies in marketing, research and development, production, procurement, human resources, finance and profit, mergers and acquisitions in central management operations in compliance with governmental rules and regulations and the social and ethical environment. The case study method is used.

**REQUIRED COURSE TEXT:** *Crafting and Executing Strategy: The Quest for Competitive Advantage, 14<sup>th</sup> ed;* Thompson, Strickland, and Gamble. McGraw-Hill Irwin, New York

**UNIVERSITY/SCHOOL MISSION:** See attachment.

**LEARNED SOCIETY STANDARDS:** See attachment.

**LEARNER GOALS/COURSE OBJECTIVES:**

1. To develop the capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. To build skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide a stronger understanding of the competitive challenges of a global market environment.
3. To give hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions.
4. To become acquainted with the managerial tasks associated with implementing and executing company strategies, become aware of the range of actions managers can take to promote competent strategy execution, and give confidence in being able to function effectively as a part of a company's strategy-implementing team.
5. To integrate the knowledge gained in earlier core courses in the business school curriculum, show how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for the organization to operate in a winning fashion.
6. To develop powers of managerial judgment, help learn how to assess business risk, and improve ability to make sound business decisions and achieve effective outcomes.

7. To assist the student in becoming more proficient in using personal computers to do managerial analysis and managerial work.
8. To make the student more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

### **LEARNER OUTCOMES:**

At the conclusion of this course students will:

1. Understand the importance of correct strategic management decisions.
2. Realize the effects of various strategies on various functions within an organization.
3. Possess a greater degree of managerial judgment in relation to strategic management decisions.
4. Understand the beneficial aspects of computers in managerial analysis.
5. Be more conscious of the importance of ethical decision making.

### **INSTRUCTIONAL PROCEDURES:**

Due to the nature of the course, instruction and feedback will be given through email and Blackboard Online. Students should become familiar with logging in to Blackboard, checking announcements for the course, and replying to messages on the message board.

### **COURSE REQUIREMENTS:**

Chapter reading assignments, written assignments, case studies, and tests. Students must complete the assignments as scheduled. The exams will be given through Blackboard Online. These are timed exams (one hour is given to complete the exam) and utilization of notes and text is permitted. Exams will consist of multiple-choice, matching, true/false, and essay questions. Students will have one opportunity to take each exam. If there are technical problems, the student should contact the instructor immediately. Any questions or comments should be directed to the instructor. On-campus presentation of a Case Study may be required during this course.

### **EVALUATION RATIONALE:**

Assessment in the form of article reviews, chapter questions, case studies, research paper, and exams will be used for this class.

### **GRADING SCALE AND PROCEDURE:**

96-100% A 90-95% A- 87-89% B+ 83-

86% B 80-82% B-77-79% C+ 73-76%  
C 70-72% C-67-69% D+ 63-66% D 60-  
62% D-0-59% F  
25% of Course Grade 35% of Course  
Grade 25% of Course Grade 15% of  
Course Grade Exams Case Studies  
Chapter Assignments Case Study  
Presentation  
**COURSE OUTLINE:**

### **Module 1: Introduction and Overview**

- . \* **Read Chapter 1:** “What Is Strategy and Why Is It Important?”
- . \* Provide your response to Exercise Question #2.
- . \* **Read Chapter 2:** “The Managerial Process of Crafting and Executing Strategy”
- . \* Provide your responses to the questions in Exercise Question #1.
- . \* **Read Case Study:** “Netflix”
- . \* Provide complete, well-developed responses to the following questions:
  1. What are the dominant economic characteristics of the online movie rental business?
  2. What is Netflix’s vision?
  2. 3. What is Netflix’s strategy? What kind of competitive advantage is it trying to achieve?
  3. 4. What do you see as Netflix’s competitive strengths and weaknesses? What are the external opportunities and threats facing the company?
  4. 5. What does Netflix need to do to maintain its competitive position given the competitive actions of Wal-Mart and Blockbuster? What specific actions should the company take?

### **Module 2: Core Concepts and Analytical Tools**

- . \* **Read Chapter 3:** “Analyzing a Company’s External Environment”
- . \* Provide your response to Exercise Question # 2.
- . \* **Read Chapter 4:** “Analyzing a Company’s Resources and Competitive Position”
- . \* Provide your response to Exercise Question # 2.
- . \* **Read Case Study:** “Land O’Lakes, Inc”
- . \* Provide complete, well-developed responses to the following questions:
  1. 1. How attractive are the industries that Land O’Lakes competes in? Does it appear the company has diversified into industries more attractive than the dairy products industry?
  2. What is your assessment of the competitive strength of Land O’Lakes’ business portfolio? Are its businesses strong competitors in their respective industries?

3. Does Land O'Lakes' portfolio of businesses exhibit good strategic fit?
2. 4. Does Land O'Lakes have sufficient resources to support its various business segments? What additional resources will it require for businesses that it has selected to "grow and build"?
3. 5. What recommendations would you make to the management team to improve the company's financial performance? Should the company consider broadening its business base further?

**\* Exam, Chapters 1, 2, 3, & 4.**

### **Module 3: Crafting a Strategy**

- . \* **Read Chapter 5:** "The Five Generic Competitive Strategies"
- . \* Provide a short summary of the features of each of the five generic competitive strategies.
- . \* **Read Chapter 6:** "Beyond Competitive Strategy"
- . \* Provide your responses to Exercise Question # 1.
- . \* **Read Chapter 7:** "Competing in Foreign Markets"
- . \* Provide your responses to Exercise Question # 1.
- . \* **Read Chapter 8:** "Tailoring Strategy to Fit Specific Industry and Company Situations"
- . \* **Read Chapter 9:** "Diversification"
- . \* Provide your response to Exercise Question # 1.
- . \* **Read Chapter 10:** "Strategy, Ethics, and Social Responsibility"
- . \* Provide your response to Exercise Question # 4.
- . \* **Read Case Study:** "Wal-Mart Stores, Inc.; A New Set of Challenges"
- . \* Provide complete, well-developed responses to the following questions:
  1. 1. What impresses you about this company? What aspects of Wal-Mart do you find unimpressive? What accounts for Wal-Mart's success? Is it a great strategy, superb strategy implementation and execution, or great leadership?
  2. 2. How would you characterize Wal-Mart's strategy? What are the chief components of its strategy?
  3. 3. What is your assessment of Wal-Mart's culture? Why does the culture seem to be so much stronger in Bentonville than out in the stores?
  4. 4. Can the company continue to be successful? What issues does management need to address?
  5. 5. What recommendations would you make to Wal-Mart management?
- . \* **Read Case Study:** "Kmart: Striving for a Comeback"
- . \* Provide complete, well-developed responses to the following questions:
  1. What was Joseph Antonini's strategy while he was Kmart's CEO? What were the key elements of Kmart's efforts to execute his strategy? What went wrong with the initiatives he launched?

2. What were the key elements of Hall's strategy to turn Kmart around and improve its competitive position in the discount industry?
3. What were the primary components of Conaway's strategy to take on Wal-Mart and Target? Was the strategy consistent with Kmart's key resource strengths and competitive capabilities? Did it make a serious effort to improve upon the company's competitive liabilities?
4. Why has Kmart had so much turnover among top management? Were there ethical problems among Kmart's top management teams? Explain.

**\* Exam, Chapters 5, 6, 7, 8, 9, & 10**

**\* On-campus presentation of student's responses to Case Study**

#### **Module 4: Executing the Strategy**

**\* Read Chapter 11:** "Building Resource Strengths and Organizational Capabilities"

**\* Read Chapter 12:** "Managing Internal Operations"

**\* Provide your responses to Exercise Question # 4.**

**\* Read Chapter 13:** "Corporate Culture and Leadership"

**\* Provide your responses to Exercise Question # 1.**

**\* Read Case Study:** "Andy Decker and the Ethics of Downloading Music from the Internet"

**\* Provide complete, well-developed responses to the following questions:**

1. What driving forces are impacting the music industry? Which industry stakeholders are being adversely impacted by the driving forces? Which stakeholders are beneficiaries?
2. How effective do you think the actions to prevent music downloading by the RIAA and by the recording companies will be?
3. What legal and ethical issues should Andy Decker consider in deciding whether to download copyrighted music from the Internet?
4. What is the business model of the P2P file-sharing? Is the business model "legitimate"?
5. What strategies should the recording companies employ to respond to the driving forces impacting the music industry?

**\* Exam, Chapters 11, 12, & 13.**

#### **Learned Society Standards Academy of Management**

The Academy of Management's Business Policy and Strategy Division is interested in the roles and problems of general managers – those who manage multi-business firms or multi-functional business units. Major topics include: strategy formulation and implementation; strategic planning and decision processes; strategic control and reward systems; resource allocation; diversification and portfolio strategies; competitive strategy; selection and behavior of general managers; and the composition and processes of top

management teams. ([www.aom.pace.edu](http://www.aom.pace.edu))

According to the Commerce and Business Administration faculty at the University of Alabama, there are several reasons to take a course in strategic management: (1) to drive home what the role and tasks of the strategy manager are; (2) to introduce what strategy means; (3) to lead the student through the ins and outs of formulating and implementing a strategic plan; (4) to teach the student to use the tools and techniques of situation analysis; and (5) to provide practice in exercising good business judgment and making sound decisions. A major purpose of the course is to sharpen abilities to “think strategically” and weigh things from the perspective of what is best for the enterprise as a whole.

### **Oakland City University Mission**

Oakland City University in Oakland City, Indiana, is a learning community dedicated to:

- ⌚ academic excellence, technical preparation, and life-long learning;
- ⌚ the promotion of Christian ethical and moral values;
- ⌚ the enhancement of each person’s intellectual, spiritual, and social development;
- ⌚ community service through positive leadership; and
- ⌚ the preparation for gainful employment through academic excellence.

### **Oakland City University School of Business Mission**

The School of Business at Oakland City University is a learning community dedicated to:

- ⌚ academic excellence, life-long learning, and the enhancement of each person’s intellectual development;
- ⌚ the promotion of Christian ethical and moral values, especially in the business community;
- ⌚ the promotion of community service through positive leadership;
- ⌚ the preparation of graduates to successfully meet the needs of business and industry;
- and ⌚ the development of skills for each individual to enhance his/her own personal and professional growth.

### **Oakland City University School of Business Oral Presentation Evaluation Form**



**Student's Name** \_\_\_\_\_

**Course** \_\_\_\_\_ **Date** \_\_\_\_\_

<b>Skills</b>	<b>Possible Points</b>	<b>Points Earned</b>
The student provided comprehensive and in-depth coverage of the assigned topic.	10	
The student's presentation was organized, coherent, and well planned.	10	
The student used appropriate vocabulary and correct grammar.	10	
The student's delivery was natural in style and tone. The student presented with appropriate volume, rate, and pitch. The student did not simply read his/her presentation.	10	
The student's use of supplementary items enhanced the presentation. Visual aids were professional in appearance.	10	

*Points are determined by the following rating scale:*

9- *Excellent*

7-8 *Very Good*

5-6 *Average*

10

3-4 *Below Average*

1-2 *Poor*

0 *Unsatisfactory*

\_\_\_\_\_/50 possible points

**Letter Grade** \_\_\_\_\_

**Instructor's Comments:**