Texas A&M University-Corpus Christi  
College of Business  
SUMMER 2012 MGMT 5355W ADMINISTRATIVE STRATEGY AND POLICY  
June 4-July 24, 2012 PLEASE NOTE THERE ARE NO HOLIDAYS DURING THIS SESSION.

Course Number: MGMT 5355 W01  
Course Name: Administrative Strategy and Policy  
Instructor: Karen L. Middleton, Ph.D.  
Office: OCNR 321  
Phone: (361) 825-5533 Home Phone: 361-882-3294  
Fax: (361) 825-5609  
e-mail: karen.middleton@tamucc.edu  
Office Hours: 8-10 AM daily, Sunday through Saturday  
Pearson Case Book, ISBN This case book is specifically designed for this class. It contains all cases required for the case analysis assignments.

Presentation Readings: Online at www.rattler.tamucc.edu, the university’s library website  
Drop Day: June 5, 2012

The Course Objectives  
This course is an analysis of strategic decision making, policy, and strategy. Focus is on the integrative and multi-functional nature of organizational strategy decision. Important areas in the course are the intensive analysis of the influence of administrative decisions on organizational outcomes. This course must be taken at the end of the program after completion of all advanced, non-elective courses. In unusual circumstances, it may be taken concurrently with the final non-elective courses with the written permission of the Director of Master’s Programs.

The course emphasizes pragmatic and active general management skills. It is important to note that a considerable body of theory has evolved across business disciplines which impact the formulation and implementation of strategy. The course uses lecture, case analysis, class discussion, and experiential learning in an interactive format to promote understanding and learning. The class will be conducted primarily in a Socratic format which places increased pressure on you as a student to be prepared and to be aware and involved in the discussion. Quality of contribution is much more important than quantity of contribution.

A student who has completed this course will be able to:  
1. Integrate previously studied material and apply strategic concepts to solve business problems at the general manager level.  
2. Analyze a firm externally and internally to identify its strengths, weaknesses, opportunities, and threats and propose actions based on that analysis.  
3. Think strategically at functional, business, corporate, and international levels.  
4. Present ideas effectively orally and in writing and as an individual and as a team.

IMPORTANT NOTE:  
This course and all other courses offered by the College of Business are covered by the COB Student Code of Ethics (available online at www.cob.tamucc.edu) Provisions and
stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

**Major Field Test: (50 points)**
The Major Field Test (MFT) is **required** for all students pursuing Master’s degrees in Business Administration at Texas A&M University-Corpus Christi as part of the Administrative Strategy and Policy course. Successful completion of the MFT is a graded element in MGMT 5355 and successful completion of the MFT is worth 50 points. Successful completion is defined as evidence that the student performed adequately on the test by finishing at or above the 25th percentile nationally. Points for the MFT scores will be awarded in the following manner:

<table>
<thead>
<tr>
<th>MFT Percentile Score</th>
<th>Total Points Awarded</th>
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<tbody>
<tr>
<td>25th to 100th Percentile</td>
<td>50 points awarded</td>
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<tr>
<td>Less than 25th percentile</td>
<td>0 points awarded</td>
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The testing time for the graduate MFT will occur on June 30, 2012. **PLEASE RESERVE JUNE 30, 2012 FOR TAKING THE MFT. No makeup exam will be given for this test.** You must take the MFT on-campus or at a secure testing location of your choice. Directions for sign-ups will be forthcoming from the College of Business Assessment Committee.

**PERFORMANCE EVALUATION AND GRADING:**

**INDIVIDUAL ASSIGNMENTS & POINTS (2170=81%)**
- Start Here Assignment 50
- Major Field Test 50
- Strategic Management Project 500
  - SMP, 10 Sections @ 50 Points each
- Chapter Quizzes (11 @ 50 points each 550
- Cumulative Strategic Management Final Paper Written 250
- Cumulative Strategic Management Final Paper Oral 250
- Integrated Reading Memo 100
- Integrated Reading Presentation 100
- Individual Class Case Analyses (6 cases @ 20 points each 120
- Cumulative Final Examination, July 24, 2012, 7-9 PM 200

**TEAM ASSIGNMENTS & POINTS (500 = 19%)**
- Learning Team’s Written External Analysis 100
- Learning Team’s Oral External Analysis 100
- Learning Team’s Written Case Analysis 150
- Learning Team’s Oral Case Analysis 150

**TOTAL POSSIBLE POINTS 2670**
Final Grades May Be Assigned As Follows

90-100% = A
80-89.99% = B
70-79.99% = C
60-69.99% = D
Below 60% = F

GRADE APPEALS
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

ORAL AND WRITTEN COMMUNICATION CONTENT
The acquisition of relevant knowledge, skills, and abilities is enhanced by discussion of the course material. Effective communication in the form of reports, presentations, e-mails, discussion forums, chat rooms, and blogs are often required of management professionals. The assignments in this course are designed to simulate these types of communication and will be graded for content as well as writing/speaking style and quality of supporting material/graphics.

INDIVIDUAL ASSIGNMENTS

Start Here Assignment (50 Points)
You must first read the two attachments, “The Wish List” and “Library Resources” found on the BB9 content site. Both attachments center on the need to BRING THE DATA in this class. “The Wish List” provides guidance for critical thinking and good business writing. The “Library Resources” will help you identify potential resources needed for finding the important data required in this class.

You will be given a series of questions following your reading that require you to BRING THE DATA to the answers you give. You must also cite the data source correctly in your answers, and add the citation to a required REFERENCES page. All citations and references must be written in correct APA format as required by this class in all submissions. This “Start Here” assignment is the very basis for the work you will complete in this online session.

You may earn you up to 50 points for the “Start Here” assignment. You will be randomly assigned to a Learning Team for the External Analysis assignment following your successful completion of the “Start Here” assignment.

Strategic Management Project (10 Sections @ 50 points each)
You will be assigned an industry and firm to research for your strategic management project and presentation. A minimum of 15 resources is required. This may include Company Reports, Company 10-Ks, academic and practitioner journals, as well as other
You may earn up to 500 points for this assignment. The research you complete will be the basis for your final strategic management paper.

**Chapter Quizzes**
You should begin your weekly assignment by reading the assigned chapters and the supporting power point presentations and lectures. Follow the assigned readings with the integrated reading memos and presentations that include the latest empirical research of the weekly topics. You should then complete the research that will support your weekly Strategic Management Project section assignments. Your final submission for the week should be the chapter quizzes that cover the assigned chapters. Questions on the quizzes will be written to capture your learning from the assigned chapters, the power points presentations and lectures, the integrated reading memos and presentations, and your completed Strategic Management Project section assignments.

**Cumulative Strategic Management Final Paper Written (250 points)**
Your final paper should be based on the research completed in the SMP and include the development of three to four viable options and final strategic recommendations, and conclude with a discussion of the major implementation issues. The final paper will be no more than 30 pages, excluding the References pages and appendices used to support your options, recommendations, and issues.

The Cumulative Strategic Management Final Paper is an important part of M5355W. A suggested outline follows the required APA format. The required APA elements include the following:

1. **An executive summary** (no more than two pages). This summary should provide an abridged summary of the entire paper. This is not an introduction. It is a document that should be able to stand alone and be understood. No citations are necessary in the executive summary. This section is not counted in the thirty (30) page count.

2. **A complete, self-contained report of no more than thirty (30) double-spaced pages.** The page limitation excludes the executive summary, table of contents, and supporting ancillary material included in the appendices. A complete paper is critical, but conciseness and brevity are also important. It is very important that the paper demonstrate learning by referring to and referencing models, articles, and ideas covered in the program. It is critical that clear denotation and differentiation be made between original ideas and the ideas of others.

3. Include a **title page and table of contents.** Please number all pages and title all figures, exhibits, and appendices.

4. A complete list of **REFERENCES** should be included.

**Note:** The paper will be graded on the above items alone. The paper may include as many appendices, exhibits, or other materials as desired, however the grade will be based on only items #1-4. Any critical material in appendices not cited in the 30-pages proper will NOT be considered. ALL tables or figures depicting the value chain, VRIO evaluation, financial summaries, and SWOT summaries included in the appendices need to be cited in the body of the paper paper or they will NOT be considered for grading purposes.
RECOMMENDED FORMAT:  (REC means recommended length)

EXECUTIVE SUMMARY (1-2 pages):
Summarize critical elements of the report for top-level review. The executive summary should be a stand-alone document. No citation and limited or no quotations. This summary should provide an abridged summary of the entire paper.

INTRODUCTION (1-2 pages):
Introduce the company, its mission, products/services, history, revenues, and provide other necessary information to orient the reader.

ANALYSIS (18-22 pages):
External Analysis REC 7-9 Pages:
Macro Environment: What major changes define the general environment based on the past 3-5 years? What are the key pieces of data over the past 3-5 years that support that those environmental elements are significant?
Industry Environment: How do Porter’s Five Forces define the structure of the industry? Be sure to include precise and concise data that supports each element of the five forces.
Competitive Analysis: Summarize competitors, their current size, revenue, market position, and current strategies in no more than one (1) paragraph per competitor.

Internal Analysis REC 11-15 Pages:
Finance: Provide key ratios that help the reader understand the company’s financial footing. **Most detail behind ratios may be placed in an appendix.** The section should include the ratios and the analysis of the ratios. REC: 2-3 pages.
Value Chain and discussion: Step the reader through the parts of the firm’s value chain and explain which items significantly add to or subtract from firm value and provide precise and concise data to back up the analysis and assessment. **You need to include the value chain chart in your Appendices and cite the chart in the body of your paper.** REC: 2-3 pages.
VRIQ analysis and discussion: Step the reader through the evaluation and determination of sources of competitive advantage and disadvantage. Explain fully how and why conclusions were reached, and why the various evaluations (especially costly to imitate if yes) were reached. **You need to include VRIQ chart in your Appendices and cite the chart in the body of the paper.** REC: 3 pages.
SWOT Summary: A SWOT Summary is recommended as a way to summarize the above external and internal discussions. The analysis should be based on the preceding General environment, five forces, value chain, and VRIQ analyses. **No new data should be included or presented and all parts of the SWOT should be significant elements of the prior analysis. You need to include the SWOT chart in your Appendices and cite the chart in the body of the paper.** REC: 2-3 pages.

STRATEGY FORMULATION REC 4-6 Pages:
Vision, Mission, Goals, and Objectives: Review the firm’s current vision, mission, and goals. Are the firm’s vision, mission, and goals consistent with its reality as set forth in the SWOT analysis? Recommend changes needed, if any.
Market Demands: What are the economic characteristics of the market within which the company competes? What are the primary competitive dynamic issues that define competition within the industry (1st movers, 2nd movers, reputations, size, speed of response, type of response)
Business Strategy Options: Define several (more than two) strategic alternatives for your firm including strengths and weaknesses of each, and explain why the option chosen was
selected. Alternatives must be measurable and feasible, strategic (not tactical), and tied to SWOT matrix of alternatives. 

Recommendations: Summarize why the option chosen was chosen and how the chosen strategy will impact company goals, and objectives, and strategic choices. Make clear recommendations.

STRATEGY IMPLEMENTATION REC 4-6 Pages (Not part of group paper):
Metrics and histories: Metrics are what are the 2-3 internal measures that the CEO or top management team of an organization would monitor to guide the firm towards success and what has been the history of these metrics in the past 3-5 years? REC: 2-3 pages.
Implementation Issues: Identify the primary implementation issues the strategy will face and how these issues may be addressed. Probable issues include leadership, governance, culture, and Human Resources. REC: 2-3 Pages.

REFERENCES (Not counted in page limit)
A minimum of 15 resources is required. This may include Company Reports, Company 10-Ks, academic and practitioner journals as well as other library and online resources.

Cumulative Strategic Management Final Paper Oral (250 points)
This oral presentation must be 15-20 minutes in length, and include the discussion of the options, recommendations, and issues identified in the final written paper. You may use voice-over points (see External Analyses) or upload a video online for grading purposes.

Integrated Readings Memo and Presentation (100 + 100 points)
We will discuss a number of recent research articles from the Strategic Management Journal. Articles will be randomly assigned. Your 2-page written summary should use headings to guide your writing and to help your readers. You may use the same headings used in the research articles, for example, Introduction, Theory and Hypotheses, Methods, Results, Limitations, and, most important of all, Implications for Managers. You may also add Appendices if you want to show the hypotheses and the results of the statistical tests. Please remember that any Appendix MUST be cited in the body of the paper, or APA says they must be taken out of the submission.

The write-up should be 2 pages double-spaced. You are required to use Power Point for your presentation slides. The 2-page written presentation and the power point slides can be uploaded together on the class discussion sites for everyone to read. I will provide feedback for each written presentation and each set of power point slides on the class discussion sites. Class members are invited to ask questions or make comments. I will post the individual grades in the grading center for each of the integrated reading assignments.

Please use APA reference format as your title (see Purdue Owl online if you need help with APA reference formats). You may contact Dr. N. Curiel if you have questions concerning the statistical tests used in your study. You may contact CASA if you required writing help. Both Chelsea and Misty have been particularly helpful, and may be contacted online for an appointment. The appointments can be held online or on-campus. You may earn up to 200 points for your IRP written presentation and slide presentation.

THINK CRITICALLY! Both the power point slides and the written memo should include such considerations as the following: (1) What are the main ideas reflected in the article?; (2) How does the article contribute to the topic under discussion?; (3) Does the article confirm and/or
contradict other concepts or cases that have been discussed?; and (4) What are the key points for managers to bear in mind. In effect, what is the current state of thought concerning the topic area?

PLEASE NOTE: I WILL REVIEW ALL WRITTEN SUBMISSIONS ON TURNITIN.COM. PAPERS THAT HAVE BEEN WRITTEN BY A GHOST WRITER OR PLAGIARIZED FROM OTHER WRITERS WILL RECEIVE AN AUTOMATIC ZERO. YOU WILL ALSO BE REPORTED TO THE UNIVERSITY FOR UNETHICAL BEHAVIOR.

Individual Class Case Analyses
Each student must read and analyze the assigned cases in the class case book. You should develop your own strategic recommendations for each case. You are required to review the learning team’s case analysis and post your comments and questions on both the written and oral case presentations on the discussion pages. You may earn up to 20 points for each learning team case assignment based on your discussion comments and questions that clearly exhibit your strategic critical thinking and problem solving skills (6 cases @ 20 points each = 120).

Cumulative Examination
A final cumulative examination must be completed July 24, 2012, the final day of this class. The examination will be open ONLY from 7-9 PM. Please make arrangements now to make sure you are able to take the cumulative examination on July 24, 2012 from 7-9 PM. You will have 2 hours to complete the essay examination. You may earn up to 200 points for the cumulative examination.

TEAM ASSIGNMENTS

Learning Team’s Written and Oral External Analysis

You will be randomly assigned to a learning team to complete a general/macro-environmental analysis upon the successful completion of your “Start Here” assignment. The “Start Here” assignment should provide you the resources to BRING THE DATA to this assignment. Your learning team will be expected to review seven (7) forces in the external environment that influence the strategic decision of ANY firm in ANY industry.

The 7 forces include:

1. General or Macro-Environment Forces
   a. Economic Forces
   b. Socio-cultural Forces
   c. Demographic Forces
   d. Political/Legal & Governmental Forces
   e. Technological Forces
   f. Globalization Forces
   g. Physical/Environmental Forces

Submit your written assignment and oral presentation on the Discussion Page on BB9 for grading. Your learning team may earn up to 100 points for the written assignment and 100 points
for the oral assignment. The memos and presentations with my comments will be available on the
discussion page for all teams to read and see. You are welcome to post your comments and
questions on each discussion site as well.

Learning Team’s Written and Oral Case Analysis

You will be assigned to a new learning team following your successful completion of the external
analysis. Each learning team will be randomly assigned a case that will require you to analyze the
firm and make strategic recommendations based on the strategic models learned in the class. **NO OUTSIDE RESEARCH IS REQUIRED.** You must use only the information provided in the
written case for your analyses. Submit your learning team’s written assignment and oral
presentation on the Discussion Page on BB9 for grading. Your case analysis learning team may
earn up to 150 points for the written assignment and 150 points for the oral assignment. The
memos and presentations with my comments will be available on the discussion page for all
teams to read and see.

Each student must read and analyze the assigned cases in the class case book. You should
develop your own strategic recommendations for each case. You are required to review the
learning team’s case analysis and post your comments and questions on both the written and oral
case presentations on the discussion pages. You may earn up to 20 points for each learning team
case assignment based on your discussion comments and questions that clearly exhibit your
strategic critical thinking and problem solving skills.

RELATIONSHIP TO OTHER COURSEWORK

Ethical Perspectives
The issue of ethics and the role of ethics in strategic analysis, formulation, and implementation
will be discussed in class throughout the course. Ethical dilemmas within cases and situations
studied will be analyzed and discussed.

Global Perspective
The emerging concept of multinational and international strategy will be specifically examined.
Also, the role of emerging global interconnectedness is a critical element of strategic analysis of
the macro-environment and the formulation of competitive environments in the modern
marketplace will be discussed throughout the course.

Political, Social, Legal, Regulatory, and Environmental Perspectives
The impact and relevance of political, governmental, social and legal systems on strategy
analysis, formulation, and implementation will be discussed in class and in the text. Regulatory
and environmental perspectives will also be discussed.

Technological Perspective
The role of technology – both emerging new technologies and older basic technologies – can play
a critical role in shaping the strategic process and the competitive marketplace. Case studies,
lectures, and Socratic examinations of the role of technology will be used to help the student
create an understanding of the role of technology in the strategy and in development of the
strategy.
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Any form of academic misconduct is considered a serious matter. Forms of academic misconduct in this context include (1) Cheating, (2) Fabrication, Falsification, or Forgery, (3) Plagiarism, (4) Multiple Submission, and (5) Complicity. Sanctions for a student's academic dishonesty may include, but are not limited to (1) a written reprimand, (2) requirement to re-do the work in question, (3) requirement to submit additional work, (4) lowering of grade on work in question, (5) assigning grade of ‘F’ to work in question, (6) assigning grade of ‘F’ for the course, and/or (7) recommendation for more severe punishment. Additional sanctions may include disciplinary probation, suspension, or dismissal from the university.

**Dropping a Class**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, **you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class.**
Thursday, July, 5, 2012 is the last day to drop a class with an automatic grade of “W” this term.

**Grade Appeals**
A student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course as stated in University Rule 13.02.99.C2, Student Grade Appeals, The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. See University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures for complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). Students may contact the Office of Student Affairs for assistance and/or guidance in the grade appeal process.

**Americans with Disabilities Act Compliance:**
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. Please contact the Disability Services Office at (361) 825-5816 or visit the office in CCH 116 if you believe you have a disability requiring an accommodation,

Please contact the Disability Services office for assistance at (361) 825-5816 if you are a **returning veteran** and are experiencing cognitive and/or physical access issues in the classroom or on campus,

**Statement of Civility:** Texas A&M-Corpus Christi is a comprehensive urban university located on the South Texas Gulf Coast focusing on the higher education needs of South Texas and the State. Our student body represents the diversity of our State, and will provide its future leaders. Together, the students, faculty and staff from our campus community, reflect a variety of
backgrounds and cultures. The quality of life on and about the campus is best served by courteous and dignified interaction between all individuals, regardless of sex, ethnic or religious background, sexual orientation, or disability.

It is the expectation of this University that all members of the campus community will work to develop and maintain a high degree of respect and civility for the wealth of diversity in which we are all fortunate to live and work. To ensure that this expectation is met, the University will take whatever action is necessary to prevent, correct, and discipline behavior which violates the spirit and intent of regulations designed to promote respect and civility, and will take whatever steps are necessary to foster mutual respect among the campus community.

**Harassment:** Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.

**Retaliation Prohibited:** Retaliatory action of any kind is prohibited when taken against a witness or other person providing testimony, or against the complainant seeking redress under the applicable procedures dealing with sexual harassment or any other grievance or appeal. Such retaliatory action shall be regarded as a separate and distinct cause for complaint.

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<thead>
<tr>
<th>DATE</th>
<th>DISCUSSION TOPICS</th>
<th>READINGS</th>
<th>CASE ANALYSIS &amp; PRESENTATIONS</th>
<th>INTEGRATED READING PRESENTATIONS/INTEGRATION OF STRATEGIC MANAGEMENT MODELS, CONCEPTS, &amp; TERMS</th>
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<tbody>
<tr>
<td>Week 1 6/4</td>
<td>PART 1: THE TOOLS OF STRATEGIC ANALYSIS</td>
<td>Chapter 1 SLIDES: MBA1a &amp; MBA1b</td>
<td>RANDOM ASSIGNMENT TO A LEARNING TEAM FOR THE EXTERNAL ANALYSES FOLLOWING THE SUCCESSFUL COMPLETION OF THE START HERE ASSIGNMENT.</td>
<td>Start Here Assignment (found on BB9 class site) THIS ASSIGNMENT IS DUE TUESDAY, JUNE 5, 2012 BY 11:59 PM</td>
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<td></td>
<td>What is Strategy and the Strategic Management Process?</td>
<td>Chapter 2 SLIDES: MBA 2a, MBA 2b, &amp; MBA 2c</td>
<td>LEARNING TEAMS’ EXTERNAL WRITTEN AND ORAL ANALYSES DUE TO BE UPLOADED TO BB9 SITE BY SUNDAY, JUNE 10 BY 11:59 PM</td>
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<td></td>
<td>Evaluating a Firm’s External Environment</td>
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<td>RANDOM ASSIGNMENT TO INDUSTRY/FIRM FOR INDIVIDUAL SMP AND CUMULATIVE STRATEGIC MANAGEMENT FINAL WRITTEN PAPER AND ORAL FOLLOWING YOUR SUBMISSION OF YOUR LEARNING TEAMS’ EXTERNAL ANALYSES</td>
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<td>General/Macro Environment</td>
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<td>Evaluating a Firm’s External Environment</td>
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<td>Strategic Group/Firm-level Environment</td>
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<td>Week 2</td>
<td>STRATEGIC MANAGEMENT PROJECT BEGINS: SECTIONS 1, 2, AND 3 DUE SUNDAY, JUNE 17 BY 11:59 PM</td>
<td>Chapter 2 SLIDES: MBA 2a, MBA 2b, &amp; MBA 2c</td>
<td>Random Assignment to Industry/Firm for INDIVIDUAL SMP and Cumulative Strategic Management Final Written Paper and Oral Presentation Random Assignments to Learning Teams for written and oral class case analyses</td>
<td>IRPs DUE TO BE UPLOADED ON THE DISCUSSION SITE JUNE 11 BY 11:59 PM “Rivalry within strategic groups and consequences for performance: The firm-size effects” “Do switching costs mediate the relationship between entry timing and performance?” “The influence of executive cognition on competitive dynamics”</td>
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<td>Week 3</td>
<td>Evaluating a Firm’s Internal Capabilities The Resource-Based View of the Firm The Value Chain Outsourcing PART 2: BUSINESS LEVEL STRATEGIES Cost Leadership Product Differentiation SMP SECTIONS 4 &amp; 5 DUE SUNDAY,</td>
<td>Chapter 3 SLIDES MBA 3a SLIDES MBA 3b Chapter 4 SLIDES MBA 4 Chapter 5 SLIDES MBA 5</td>
<td>DUE TO BE UPLOADED ON THE DISCUSSION SITE JUNE 18 BY 11:59 PM “Mental models, decision rules, and performance heterogeneity” “Performance implications of outsourcing for technological innovations: Managing the efficiency and adaptability trade-off” “Where can capabilities come from? Network ties and capability acquisition in business groups” “Value creation, competition, and performance in buyer-supplier relationships”</td>
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<td>Week 4</td>
<td>Vertical Integration</td>
<td>LEARNING TEAM 1 PFIZER CASE ANALYSES DUE ON MONDAY, JUNE 25, 2012 BY 11:59 PM</td>
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<td>6/25</td>
<td>SMP SECTION 6 DUE SUNDAY, JULY 1 BY 11:59 PM</td>
<td>ALL INDIVIDUAL PFIZER DISCUSSION MUST BE COMPLETED ON FRIDAY, JUNE 29, 2012 BY 11:59 PM</td>
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**SAVE THE DATE!**
MAJOR FIELD TEST, SATURDAY, JUNE 30, 2012

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<thead>
<tr>
<th>Week 5</th>
<th>Corporate Diversification</th>
<th>LEARNING TEAM 2 JETBLUE CASE ANALYSES DUE ON MONDAY, JULY 2, 2012 BY 11:59 PM</th>
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<tbody>
<tr>
<td>7/2</td>
<td>Organizing to Implement Corporate Diversification</td>
<td>ALL INDIVIDUAL JETBLUE DISCUSSION MUST BE COMPLETED BY ON FRIDAY, JULY 6, 2012 BY 11:59 PM</td>
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<td>SMP SECTION 7 DUE SUNDAY JULY 8 BY 11:59 PM</td>
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</table>
| Week 6  
7/9 | Strategic Alliances | Chapter 9 SLIDES MBA 9 | LEARNING TEAM 3 NUCOR CASE ANALYSES DUE ON MONDAY, JULY 9, 2012 BY 11:59 PM | DUE TO BE UPLOADED ON THE DISCUSSION SITE JULY 9 BY 11:59 PM |
| | | | | “The intra-alliance division of value created through collaboration” |
| | Mergers and Acquisitions | Chapter 10 SLIDES MBA 10 | ALL INDIVIDUAL NUCOR DISCUSSION MUST BE COMPLETED ON FRIDAY, JULY 6, 2012 BY 11:59 PM | “When are assets complementary? Star scientists, strategic alliances, and innovation in the pharmaceutical industry” |
| | SMP SECTION 8 & 9 DUE SUNDAY JULY 15 BY 11:59 PM | | | |
| Week 7  
7/23 | International Strategies | Chapter 11 SLIDES MBA11 | LEARNING TEAM 4 PAPA JOHN’S CASE ANALYSES DUE ON MONDAY, JULY 23, 2012 BY 11:59 PM | DUE TO BE UPLOADED ON THE DISCUSSION SITE JULY 23 BY 11:59 PM |
<p>| | | | | “The value of relational learning in global buyer-supplier exchanges: A dyadic perspective and test of the pie-sharing premise” |
| | SMP SECTION 10 DUE SUNDAY JULY 29 BY 11:59PM | | | “Mutual dependence, partner substitutability, and repeated partnership? The survival of cross-border alliances” |
| | | | | “Differences in managerial discretion across countries: How nation-level institutions affect the degree to which CEOs matter” |</p>
<table>
<thead>
<tr>
<th>Week 8 7/30</th>
<th>FINAL CUMULATIVE STRATEGIC MANAGEMENT PAPERS AND PRESENTATIONS DUE TUESDAY, JULY 24 BY 11:59 PM.</th>
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<td>FINAL CUMULATIVE EXAMINATION</td>
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<td>YOU MUST TAKE THE FINAL CUMULATIVE EXAMINATION ON TUESDAY, JULY 24, 2012 BETWEEN THE HOURS OF 7-9 PM. YOU WILL HAVE 2 HOURS TO COMPLETE THE ESSAY EXAMINATION.</td>
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</table>
You will be assigned to an Industry/Firm for the SMP and Cumulative Strategic Management paper and presentation from the following list:

**INDUSTRY 1: BIOTECHNOLOGY**
- Gilead Sciences, Inc. GILD
- Biogen Idec Inc. BIIB
- Life Technologies Corp. LIFE

**INDUSTRY 2: HOTELS AND LODGINGS**
- Starwood Hotels & Resorts Worldwide Inc. HOT
- Wyndham Worldwide Corp. WYN
- Hyatt Hotels Corp. H

**INDUSTRY 3: PETROLEUM PRODUCING**
- Tesoro Corp. TSO
- Occidental Petroleum Corp. OXY
- Apache Corp. APA
- Marathon Oil Corp. MRO

Directions for the projects are included in the syllabus and the class content pages on BB9.