

BA 462 Corporate Strategy

(3 Credits)

Syllabus, Summer 2008

Instructor: Ping Lan, Ph.D
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Meeting: 2:00-3:50 pm. MTWR. Bunnell 313

Required Textbook

Mason A. Carpenter and Wm. Gerard Sanders (2009). *Strategic Management: A Dynamic Perspective*. 2nd edition. Pearson, Prentice Hall, Upper Saddle River, New Jersey.

1. Prerequisite:

ACCT 342 Managerial Cost Accounting or ACCT 352 Management Accounting
BA 325 Financial Management
BA343 Principles of Marketing
BA 360 Operations management
BA 390 Organizational Theory and Behavior
COMM 131X Fundamentals of Oral Communication: Group Context or 141X
Fundamentals of Oral Communication: Public Context
ECON 321 Intermediate Microeconomics or ECON 322 Managerial Economics or
ECON 324 Intermediate Macroeconomics or ECON 350 Money and Banking
Upper division B.B.A. standing or permission of the SOM advisor.

2. Course Description:

Strategic management is an integrative capstone course – the only course that challenges students to study and experience sets of multifunctional problems that confront top management. The course will allow students to bring together all of their learned

functional skills and use them to study organizational problems within the context of real-world business case studies. The course will use an integrative approach to strategy formation and implementation to achieve organizational goals. Students will be introduced to theoretical perspectives and associated methodologies directed toward resolving the unstructured problems and opportunities which confront general managers at the highest level of an organization.

3. Course Objectives & Gained Skills:

After completing the course, students will be able to

- Better understand the perplexities of multifunctional organizational problems.
- Be familiar with the idiosyncrasies of top management as opposed to functional management,
- Master a series of conceptual building blocks or a toolkit, each of which can be useful in some context,
- Practice the toolkit in the exercise of judgment—selecting elements of the toolkit that are the most relevant/helpful in a particular situation, and combining them in a coherent fashion.

Students will obtain the following skills and expertise:

- Critical thinking
- Analytical skills
- Multimedia presentation skills
- Academic writing skills

4. Course Assessment & Grading:

- ❖ One examination accounts for 20% of the final mark. The examination mainly covers the contents of the textbook.
- ❖ Assignments account for 25% of the final mark. The assignments are individual effort. Assign 1 is related to presenting yourself both in oral and written format. It accounts for 5% of the final mark. Assign 2 is related to the presentation of textbook chapter(s). It accounts for 10% of the final mark. Assign 3 is related to presenting an assigned case. It accounts for 10% of the final mark.
- ❖ A course project accounts for 35% of the final mark. The course project is both a group effort and individual effort. It requires students to formulate a strategy for a selected organization in the real world based on available information and necessary studies.
- ❖ Quizzes and class participation accounts for 20% of the final mark. It includes quizzes, class discussion and various exercises.

The course will use the following grading scale:

A	B	C	D	F
90-100%	80-89%	70-79%	60-69%	0-59%

5. Students with disabilities:

Students with disabilities are encouraged to make an appointment with the Office of Disability Services (Phone # 474-7043). Please meet with me during office hours so that we can collaborate with the Office of Disability Services to provide the appropriate accommodations and supports to assist you in meeting the goals of the course.

6. Course Management:

This course stresses the combination of a theoretical understanding of the teaching material and direct applications of the learned knowledge in the real world. Students should be particularly aware that the following rules:

- a). Students are required to participate actively in **all** teaching activities. Missing **three** and more classes (unexcused) will lead to a “0” in class participation. Students’ missing class time will be added up.
- b). **Late submission** of any assignment will **not** be accepted unless cleared with instructor in advance.
- c). Students are required to **read** required teaching materials and complete required preparation before attending classes.
- d). Students will be confronted with a range of **problems** and assignments that are **unstructured** in nature. Often no explicit “problem” is noted, incomplete information is provided and no potential solutions are offered. In short, the course will mirror many of difficulties faced by practicing managers and entrepreneurs.
- e). Some **course works** are subject to **peer evaluation** and assessment. A large portion of students’ **grade** will be based on the competence student exhibited in addressing **real world issues**
- f). **Plagiarism** on assignments and **cheating** on exams will **not** be tolerated. Student caught plagiarizing or cheating will be disciplined according to the appropriate Department/School of Management/University of Alaska guidelines (Please read UAF 2007-08 Catalog pp.78-79).
- g). This course is oral intensive course. Students are required to make **multimedia presentation** to convey ideas in a clear, concise and professional manner.

7. Project pool

www.chacha.com a start up on providing voice based search solution

www.projectbetterplace.com a start up on promoting electric cars

www.uaf.edu/som a small business school

<http://www.tendrilinc.com> a start up focus on residential utility usage

8. Tentative Course Schedule:

Date	Topic	Readings	Activities
May 27	Course overview	Handouts	-Clarify inputs and outputs of the course -Students interests & expectation
May 28	Course project	Handouts	-Clarify working framework & procedures
May 29	Introducing Strategic Management	Chap. 1	-Case 1, Robin Hood
Jun. 2	Vision & Mission	Chap. 2	-Case 4, Pleasant valley school
Jun. 3	Internal Environment	Chap. 3	-Case 6, ESRI
Jun. 4	External Environment	Chap. 4	-Case 9, Razorfish
Jun. 5	Creating Biz strategy	Chap. 5	-Case 11, Wal-Mart
Jun. 9	Biz strategy for dynamic context	Chap. 6	-Case 16, Oracle
Jun. 10	Corporate strategy	Chap. 7	-Case 19, Apple
Jun. 11	International Strategy	Chap. 8	-Case 20, Coca-Cola
Jun. 12	Alliance & cooperation	Chap. 9	-Case 23, Renault-Volvo
Jun. 16	Mergers and Acquisitions	Chap. 10	-Case 27, Vincor
Jun. 17	Organization structure	Chap. 11	-Case 30, Google
Jun. 18	New venture and corporate renewal	Chap. 12	-Case 32, Blue Whale
Jun. 19	Governance in the 21 st century	Chap. 13	-Case 36, Disney
Jun. 23			-Mid-Term Exam
Jun. 24	Practicing Strategic Management (SM) 1	Searching materials	-Course project—Arenas
Jun. 25	Practicing SM 2	Searching materials	-Course project—Economic logic
Jun. 26	Practicing SM 3	Searching materials	-Course project—Differentiators
Jun. 30	Practicing SM 4	Searching materials	-Course project—Vehicles
Jul. 1	Practicing SM 5	Searching materials	-Course project—Staging & Pacing
Jul.2	Practicing SM 6		-Course project--report write up

9. Requirements for assignments and course project

Work		Tasks
A S S I G N M E N T S	1. Self-introduction (500 words due on Jun. 2)	<ol style="list-style-type: none"> 1. Your interests & background 2. Your experience in SOM 3. Your career goals 4. Your expectation for BA462 5. Other issues
	2. Chapter presentation (due day varies)	<ul style="list-style-type: none"> • Explain key terms or concepts • Display the linkage of the concepts • Discuss the usage of the concepts • Point out the connection to your previous studies
	3: Case presentation (due day varies)	<ol style="list-style-type: none"> 1. Give an overview of the case 2. Answer the case assign questions (textbook pp.472-3) 3. Draw diagrams to show problem-and-solution (textbook p.473) 4. Highlight what you have learned from the case
C O U R S E P R O J E C T	Stage 1: Dismantle the project	<ul style="list-style-type: none"> • Select an organization from the project pool • Draw a value chain for the selected company • Decide the key components of the project • Assign each member a component/task • Each member select one public company or benchmarking organization related to the component/task • Each member analyzes and writes down the relevant aspects of the 12 aspects shown in the textbook.
	Stage 2: Brainstorm five elements of business strategy	<ol style="list-style-type: none"> 1. Case arenas 2. Case economic logic 3. Case differentiators 4. Case vehicles 5. Case staging & pacing
	Stage 3: Integrate the five elements into a well presented strategy	<ul style="list-style-type: none"> • Strategy selection • Strategy articulation • Strategy implementation <p>Final report should</p> <ul style="list-style-type: none"> • Have necessary supporting materials • Demonstrate a logic linkage <p>Good writing with references</p>