University of Cincinnati

I. Course Information:

Title: Strategic Management
Course #: MGMT 7012-002
Credit Hours: 2
Term: Fall Semester 2017 First Half
Prerequisites: As listed in the MBA requirements

II. Instructor Information:

Name: Dr. Rajan Kamath
Title: Associate Professor of Strategy & International Business
Office Information: Lindner Hall, Room 513
Office: (513) 556 7132
Fax: (513) 556 5499
Email: rajan.kamath@uc.edu
Office Hours: TBA
Communication Policy: Students are encouraged to contact me anytime via email. A response will be given within 36-48 hours except on weekends.

III. Course Materials

How to get Required Reading Material
- You can purchase the McGraw-Hill eBook by going https://create.mheducation.com/shop/search for and select the book by ISBN Code 9781308412641 (Title: Strategic Management MGMT 7012) add the book to your cart and pay using a credit card (approximately $39). A screen-by-screen description of this process is posted on Blackboard under Course Documents. This is a customized version of McGraw-Hill’s “Strategic Management” 7th Edition by Dess, Lumpkin, Eisner and McNamara. Please do not purchase the complete version of this book: it contains 7 additional chapters that we will not use in this course and is considerably more expensive.

To purchase the cases “Trader Joe’s” and “Cleveland Clinic: Improving the Patient Experience” on the Harvard Business Publishing for Educators web site, go to http://cb.hbsp.harvard.edu/cbmp/access/65857667 and register on the site to create a user name if you do not already have one. After you register, you can get to the cases at any time by doing the following:
1. Visit hbsp.harvard.edu and log in.
2. Click My Coursepacks, and then click TraderJoeAndClevelandClinicStrategicMgmt7012OnlineFall17-1. You will have access to the course materials for 6 months.
IV. Course Description:

The primary objective of this course is to develop a basic understanding of the structural analysis of industries and the formulation of competitive strategy based on industry and competitor analysis.

A secondary objective of this course is to develop an understanding of the issues and problems encountered by the top managers when they analyze the environment and develop strategic options for the firm. These issues include the analysis of the internal resources and capabilities of the firm, the management of human and intellectual capital in the firm and the analysis of a firm’s options for diversification.

Other objectives of this course include:

- To understand the strategic perspective on the management of the business organization as a whole. This involves (a) understanding how top managers make decisions to shape and influence the future of their organizations (b) exercising the analytical and administrative skills needed for implementing strategy in organizations.

- To develop and hone analytic and presentation skills using the case method.

The course format is pragmatic and action-oriented. Participants are exposed to the state-of-the-art conceptual models in corporate strategy and obtain insight in using these models from some of the best cases that are available today. The academic basis of the course is industrial organization economics and the theoretical framework of strategic management.

VI. Student Learning Outcomes:

Upon successful completion of this course, the learner will be able to:

- Apply concepts and tools from the strategic management to analyze and assess the positioning of a company in its competitive environment;

- Propose and evaluate alternatives and select recommendations that address strategic issues that are commonly faced by leaders in business;

- Design plans for strategy implementations that are feasible to achieve a superior position in a competitive setting;

- Write and defend persuasive arguments summarizing your analyses, conclusions and recommended plan of action.

VII. Instructional Methods (Including Description about Bb):

The following course utilizes the Blackboard (Bb) Learning Management System to provide student-centered online learning that will enhance the teaching and learning process. Through a variety of instructional methods (e.g. discussion boards, video lectures, readings, online assessments, etc.) the learner will become immersed and engaged in the learning process. If you
are not familiar with these tools, please visit http://www.uc.edu/ucit/learningtechnologies/mobilelearn.html.

VIII. Course Communication:

University policy requires that the email set up in Blackboard is the primary means of communication. It is advisable that you use your UC email for this purpose and that you check it often. If you choose to change your email in Blackboard to a non-UC email it is your responsibility to ensure you check it frequently. You are responsible for keeping up with the information and updates posted by the Instructor on Blackboard and maintaining a valid email address on Blackboard at all times during this course. Please see the attached Student Email Policy for more information: http://www.uc.edu/content/dam/uc/infosec/docs/general/Policy_StudentEmail.pdf.

IX. Course and Grading Policies:

1. Course Structure: Changes to the syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. Due dates will be clearly marked in Blackboard. All assignments will be submitted via Blackboard using a Word document or an Excel document (please do not submit PDF files). When completing discussion board assignments please make sure to abide by the rules of netiquette which are posted under course documents.

2. Academic Integrity: As with all Lindner College of Business efforts, this course will uphold the highest ethical standards, critical to building character. Ensuring your integrity is vital and your responsibility. LCB instructors are required to report ANY incident of academic misconduct (e.g., cheating, plagiarism) to the college review process, which could result in severe consequences, including potential dismissal from the college. For further information on Academic Misconduct or related university policies and procedures, please see the UC Code of Conduct (http://www.uc.edu/conduct/Code_of_Conduct.html). All written work submitted in this course – including Discussion Board material - may be evaluated for plagiarism using SafeAssign software. To learn more about this plagiarism prevention service offered by Blackboard go to http://guides.libraries.uc.edu/prevent-plagiarism/safeassign

3. Disability: Students with disabilities who need academic accommodations or other specialized services while attending the University of Cincinnati will receive reasonable accommodations to meet their individual needs as well as advocacy assistance on disability-related issues. Students requiring special accommodation must register with the Disability Services Office. http://www.uc.edu/sas/disability

5. Missed and/or late examinations, quizzes, and graded exercises:
   If you do not want to lose all the credit for a missed or late graded activity (Discussion Board, Test, Project or any other graded activity assigned by the Instructor) you must send the instructor a PDF file documenting the reason why you missed the deadline. All documentation
provided must contain an active phone number for verification within 48 hours of the missed deadline except in cases of major illness or accidents – see the table below for forms of documentation. The instructor may choose to assign partial credit or pro-rate other graded activities if the Instructor feels that this is appropriate.

<table>
<thead>
<tr>
<th>Reason for missing deadline</th>
<th>Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical / Dental Issue</td>
<td>Letter from physician or dentist (prescription slips are not acceptable)</td>
</tr>
<tr>
<td>Accident</td>
<td>Copy of police report or emergency service activity (like towing company or AAA)</td>
</tr>
<tr>
<td>Work-related</td>
<td>Letter from direct supervisor</td>
</tr>
</tbody>
</table>

6. **Campus Closures**: In the event of inclement weather and the university is closed, the closure **will not** affect the online course. All course assignments and activities will remain as scheduled in the course syllabus.

7. **Graded Activities: Tests**
Test 1 covers the material from Chapter 1 & Chapter 2, Test 2 covers material from Chapter 3 & Chapter 4, and Test 3 covers material from Chapter 5 & Chapter 6. In order to prepare for the tests you need to master the contents of the relevant chapters. The lectures that correspond to each chapter are in narrated PowerPoint files posted on Blackboard. These lectures are designed to complement your reading of the chapters – they are not a substitute for studying the concepts and material in the chapters. The start and close timings of each test are in the Course Schedule.

**Graded Activities: Discussion Boards**

**Instructions for Discussion Board 1**: Read the case “Trader Joe’s”. For your 1st Post, based on your reading of the case identify the major changes underway in the external environment of Trader Joe’s business at the time of the case. How are these changes similar or different from the changes underway in your industry (if you have a job) or any other industry (if you are not currently employed). For your 2nd Post, read some of the posts made by your classmates. Which post by one of your classmates had the most impact (reinforced or modified or contradicted) on your thinking about the way companies manage their external environment? Why?
Your 1st Post should be no more than 600 words and should end with the word count of your submission in parenthesis. Your 2nd Post should be no more than 300 words and should end with the word count of your submission in parenthesis.

**Instructions for Discussion Board 2**: Read the case “Trader Joe’s”. For your 1st Post, based on your reading of the case identify the role played by human capital in Trader Joe’s competitive advantage. How is this role similar or different from the role of human capital in your company (if you have a job) or any other company (if you are not currently employed)? For your 2nd Post, read some of the posts made by your classmates. Which post by one of your classmates had the most impact (reinforced or modified or contradicted) on your thinking about the role of human capital in strategic management? Why?
Your 1st Post should be no more than 600 words and should end with the word count of your submission in parenthesis. Your 2nd Post should be no more than 300 words and should end with the word count of your submission in parenthesis.

The video material at the following URLs will enrich your understanding of “Trader Joe’s”
Watch this news report about grand opening of Trader Joe’s store in Spokane, Washington.

https://www.youtube.com/watch?v=9FYKgzTxJ38

Watch this interview with the founder of Trader Joe’s.

https://www.youtube.com/watch?v=NRyLYLaAAAgA

**Graded Activity: Project (see format requirements in section on “Details” below)**
Read the case “Cleveland Clinic: Improving the Patient Experience”. Based on your reading of the case write a project report that does the following:
- Identify the most important changes in the Cleveland Clinic’s external environment
- Discuss the role of human capital in Cleveland Clinic’s competitive advantage
- Make recommendations to the CEO of Cleveland Clinic for improving the contribution made by the company’s human capital to its competitive advantage

In Module 4 of this course you are encouraged to prepare and post an outline of your Project Report on Discussion Board and make comments and suggestions about the outlines posted by your classmates. This is an optional non-graded activity.

The video material at the following URLs will enrich your understanding of “Cleveland Clinic”
http://www.youtube.com/watch?v=cDDWvj_q-o8&feature=youtu.be

http://www.youtube.com/watch?v=1e1JxPCDme4

https://www.youtube.com/watch?v=NYnu0-PKjIM

8. **Criteria for letter grades:**
Your course grades will be based on your performance on the following: you are expected to complete three Tests, two Discussion Boards, and a Project:

    THIS PORTION IS INTENTIONALLY BLANK TO AVOID TRUNCATION OF THE TABLE
<table>
<thead>
<tr>
<th>Graded Activity</th>
<th>Module One</th>
<th>Module Two</th>
<th>Module Three</th>
<th>Module Four</th>
<th>Module Five</th>
<th>Module Six</th>
<th>Module Seven</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tests</strong></td>
<td></td>
<td></td>
<td></td>
<td>Test 1</td>
<td>Test 2</td>
<td>Test 3</td>
<td></td>
<td>60</td>
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<td></td>
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<td></td>
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<td>100 points</td>
<td>100 points</td>
<td>100 points</td>
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<td></td>
<td></td>
<td>20% weight</td>
<td>20% weight</td>
<td>20% weight</td>
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</tr>
<tr>
<td><strong>Participation in Discussion Board</strong></td>
<td>DB Intro</td>
<td>Discussion Board 1</td>
<td>100 points</td>
<td>5% weight</td>
<td>Discussion Board 2</td>
<td>100 points</td>
<td>5% weight</td>
<td>10</td>
</tr>
<tr>
<td><strong>Project</strong></td>
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<td></td>
<td></td>
<td>Project</td>
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<td></td>
<td>30</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>100 points</td>
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<td></td>
<td></td>
<td>30% weight</td>
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</tbody>
</table>

**Grading Scale:**
The final grade awarded will be based on the percentage of the total possible points awarded.

- **A** = Greater than 94%
- **A-** = From 90 to 93.9%
- **B+** = From 87 to 89.9%
- **B** = From 83 to 86.9%
- **B-** = From 80 to 82.9%
- **C+** = From 77 to 79.9%
- **C** = From 70 to 76.9%

**Details of Major Assignments**

- **Tests:** (3 @ 100 points each weightage 20%)
  - In Modules 3, 5 and 7 each you will complete three 20-question (true/false and multiple-choice) tests. Each question is worth 5 points and the test must be completed within 80 minutes of starting the test. Start and close times of the tests are in the Course Schedule.

- **Discussion Boards:** (2 @100 points each weightage 5%)
In Module 1 you are required to complete a post on the Discussion Board “Introductions” and introduce yourself to the class: write one paragraph with your name, educational background, work/coop/summer job experience and the thing you enjoy doing most when you are not working. This is not a graded activity.

In Modules 2 and 3 you are required to complete Discussion Board 1 (DB1). In Modules 5 and 6 you are required to complete Discussion Board 2 (DB2). The start and close times of each DB are in the Course Schedule.

Since 25% of the Discussion Board grade is for stylistic features of your post you are strongly encouraged to create your post in Microsoft Word, proofread it, spellcheck it, count the number of words and make sure it is professionally presented before posting it.

- **Project:** (1 @ 100 points, weightage 30%)

You are required to work on this project. All written work may be evaluated for plagiarism using SafeAssign software. To learn more about this plagiarism prevention service offered by Blackboard go to [http://guides.libraries.uc.edu/prevent-plagiarism/safeassign](http://guides.libraries.uc.edu/prevent-plagiarism/safeassign)

- Based on your learning in Modules 1 through 6 and submit a Project Report at the end of Module 6. The deadline for submission is in the Course Schedule. The maximum score for the Project is 100 points with a weightage of 30%. Your Project has a maximum page-limit of 4 printed pages, single-spaced, 12-font with 1” margins on all sides. Your project report must have a one-page executive summary. If you use sources other than the case assigned, your project must have a citations page containing citations (Please use the APA format for citations) from all the sources that you reference in your project. Your executive summary, cover-page, and any tables, diagrams, exhibits, the citations page and appendices are not included the page-limit.

**THIS PORTION IS INTENTIONALLY BLANK TO AVOID TRUNCATION OF THE TABLE**
### Course Schedule

<table>
<thead>
<tr>
<th>Dates/Modules</th>
<th>Readings</th>
<th>PowerPoint Presentations</th>
<th>Test</th>
<th>Discussion Boards</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1</td>
<td>Chapter 1 – Competitive Advantage</td>
<td>Lecture 1</td>
<td></td>
<td>Discussion Board “Introductions” opens at 12 am 8/21 and closes at 11:59 pm 8/26</td>
<td>Work on your Project</td>
</tr>
<tr>
<td>8/21-8/27</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Module 2</td>
<td>Chapter 2 – The External Environment</td>
<td>Lecture 2</td>
<td></td>
<td>Discussion Board 1 Opens 12:01am on 8/28</td>
<td>Work on your Project</td>
</tr>
<tr>
<td>8/28-9/3</td>
<td></td>
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</tr>
<tr>
<td>Module 3</td>
<td>Chapter 3 – The Internal Environment</td>
<td>Lecture 3</td>
<td>Test opens at 12am on 9/4</td>
<td>Test 1 closes at 11:59 pm on 9/9</td>
<td>Work on your Project</td>
</tr>
<tr>
<td>9/4-9/10</td>
<td></td>
<td></td>
<td></td>
<td>Discussion Board 1 Closes at 12 noon on 9/9</td>
<td></td>
</tr>
<tr>
<td>Module 4</td>
<td>Chapter 4 – Intellectual Assets</td>
<td>Lecture 4</td>
<td></td>
<td></td>
<td>Prepare a preliminary outline of your Project: this does not need to be submitted</td>
</tr>
<tr>
<td>9/11-9/17</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Module 5</td>
<td>Chapter 5 – Business Level Strategy</td>
<td>Lecture 5</td>
<td>Test 2 opens 12am on 9/18</td>
<td>Test 2 closes 11:59pm on 9/23</td>
<td>Discussion Board 2 Opens 12 am on 9/18</td>
</tr>
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<tr>
<td>9/18-9/24</td>
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</tr>
<tr>
<td>Module 6</td>
<td>Chapter 6 – Creating Value Through Diversification</td>
<td>Lecture 6</td>
<td></td>
<td>Discussion Board 2 Closes at 11:59pm on 9/30</td>
<td>Project due by 11:59 pm on 9/30</td>
</tr>
<tr>
<td>9/25-10/1</td>
<td></td>
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<tr>
<td>Module 7</td>
<td>Optional bonus lectures to be posted on Blackboard: this material is not required for any tests or other graded activities.</td>
<td>Bonus material on global markets and international strategy</td>
<td>Test 3 Opens 12am on 10/2</td>
<td>Test 3 Closes at 11:59 pm on 10/7</td>
<td></td>
</tr>
<tr>
<td>10/2-10/8</td>
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</tr>
</tbody>
</table>

**NOTE:** All submissions (Tests, Discussion Boards, Projects) made after the deadlines in this Course Schedule will be assessed a 20% penalty on the score earned.
XI. Rubrics:

Rubric for Discussion Boards

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Outstanding (20-25)</th>
<th>Proficient (16-20)</th>
<th>Basic (12-16)</th>
<th>Below Expectations (12 below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Thinking</td>
<td>• rich in content</td>
<td>• substantial information</td>
<td>• generally competent</td>
<td>• rudimentary and superficial</td>
</tr>
<tr>
<td>25 (Max)</td>
<td>• full of thought, insight, and analysis</td>
<td>• thought, insight, and analysis has taken place</td>
<td>• information has minimal depth</td>
<td>• minimal analysis or insight is displayed</td>
</tr>
<tr>
<td>Connections</td>
<td>clear connections</td>
<td>• new ideas or connections</td>
<td>• limited, if any connections</td>
<td>• no connections are made</td>
</tr>
<tr>
<td>25 (Max)</td>
<td>to previous or current</td>
<td>• lack depth and/or detail</td>
<td>• vague generalities</td>
<td>• off topic</td>
</tr>
<tr>
<td></td>
<td>to real-life situations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timeliness</td>
<td>• all required postings submitted</td>
<td>• all required postings submitted</td>
<td>• all required postings submitted</td>
<td>• some or all required postings missing</td>
</tr>
<tr>
<td>25 (Max)</td>
<td>• early in discussion</td>
<td>• some not in time for others to read and respond</td>
<td>• most at the last minute without allowing for response time</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• throughout the discussion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stylistics</td>
<td>• no grammatical or stylistic errors</td>
<td>• several grammatical or stylistic errors</td>
<td>• obvious grammatical or stylistic errors</td>
<td>• obvious grammatical or stylistic errors</td>
</tr>
<tr>
<td>25 (Max)</td>
<td></td>
<td>• errors interfere with content</td>
<td>• makes understanding difficult</td>
<td></td>
</tr>
</tbody>
</table>
## Rubric for Project

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Outstanding (25-22.5pts)</th>
<th>Proficient (22.5-20pts)</th>
<th>Basic (20-15pts)</th>
<th>Below Expectations (Below 15pts)</th>
</tr>
</thead>
</table>
| **Critical Thinking 25(Max)** | • rich in content  
• full of thought, insight, and analysis  | • substantial information  
• thought, insight, and analysis has taken place | • generally competent  
• information has less depth and insight | • rudimentary and superficial  
• no analysis or insight is displayed |
| **Connections 25(Max)** | clear connections  
• to previous or current  
• to real-life situations | • some new ideas or connections  
• moderate depth and/or detail | • limited, if any connections  
• vague generalities | • no connections are made  
• unfocused and off topic |
| **Uniqueness 25(Max)** | • high creativity and innovative observations  
• high level of depth and detail | • moderate creative thinking  
• moderate depth and detail | • few, if any new ideas or creativity  
• restatement or summarization of other postings | • no new ideas  
• submission of “I agree with...” statement |
| **Stylistics 25(Max)** | • no grammatical or stylistic errors | • several grammatical or stylistic errors  
• errors interfere with content | • obvious grammatical or stylistic errors | • obvious grammatical or stylistic errors  
• makes understanding difficult |