INTRODUCTION TO STRATEGIC MANAGEMENT

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Office hours: Tuesday 3:30 - 4:30pm, Wednesday 9 -10am and Thursday 3:30 - 4:30pm – or by appointment.

Course Introduction

This Strategic Management course covers the broad spectrum of crafting strategy to give an organization competitive advantage and then managing the organization for strategic business success. It explains the nature of strategy, vision and leading strategically, business environment analysis, the internal strategic capability of the firm, multiproduct strategy, strategic decision-making, acquiring and integrating businesses, competing across boarders and innovating through strategic entrepreneurship. The course combines theory and practice through a core text on business strategy, relevant academic journal articles, contemporary press pieces, real-world case studies, video clips and podcasts.

Strategy provides vision and direction to a business. It mediates the firm’s interactions with its environment and develops and leverages capabilities to achieve business success, generally over competitors. It draws together all elements of corporate activity (such as finance, marketing, human resource management, production, information management and so on), much as an army commander marshals the forces at his disposal or a football manager plots sporting success over competitors. In essence, it draws on and pulls together many strands of a business degree.

The strategist must see beyond routine activities and take a holistic view as to the road to sustainable corporate success now and into the future. The task is increasingly complex as the environment within which strategies are created and managed becomes more turbulent and hypercompetitive. Strategy applies to all organizations small or large, public or private, profit-seeking or charitable, domestic or multinational, new or old. Increasingly it encompasses more than the top corporate executive and permeates down through the organization to those who possess knowledge and information.
Common Course Objectives

1. Develop a basic understanding of competitive nature of strategic management.
2. Understand an organization’s vision and mission statements.
3. Develop a critical understanding of the actions of strategic leaders.
4. Develop analytical skills and techniques to understand the external environment.
5. Develop a comprehensive manner for analyzing the firm internally.
6. Acquire an understanding of the types of business level strategies open to a firm.
7. Gain an understanding of the complex nature of a multiproduct strategy.
8. Develop a rigorous approach for solving complex business problems. This approach includes: problem definition, identification of criteria, development and analysis of alternatives, selection, implementation and evaluation.
9. Develop an understanding of the process of acquiring and integrating a company including what drives a company to do an acquisition and what challenges stand in the way of a successful transaction
10. Develop a global perspective of strategy through an understanding of international business and globalization.
11. Develop an awareness of the complexities of managing in a dynamic business environment – one that is constantly changing through competition, innovation and new technologies.

Guest Speakers

Industry Experts will also speak to the class and give their experience of strategic management issues.

Core Text & Cases:

Book: *Understanding Business Strategy: Concepts Plus*, by Ireland, Hoskisson & Hitt (3rd edition). Available from the bookstore. This is the core text and you are expected to purchase it.

Cases: You are also expected to purchase the first two cases and download the final case on Blackboard. These will be available to purchase from [https://cb.hbsp.harvard.edu/cbmp/access/28289414](https://cb.hbsp.harvard.edu/cbmp/access/28289414) or you can buy the hardcopy from the bookstore.

- *Tesla Motors (in 2013): Will Sparks Fly in the Automobile Industry?* by Frank T. Rothaermel & Erin Zimmer
- *Mexican Grill, Inc: Food With Integrity* By Subramanian
- *Under Armour: How David Can Beat Goliath* (this will be posted on Blackboard for you to download)
Assessment

A. Midterm and Final Exam (valued at 25% and 30% respectively)

- **Midterm Exam** will be held on **Thursday the 5th of March during class**. This will cover material from chapters 1-4 inclusive. It will have 20 True/False Statements and three Short Answer essay style questions.
- **Final Exam** will be held as **scheduled on Myslice in exam week** (this will be the only date available). This will cover material from chapters 1-10 inclusive. It will have 20 True/False Statements and four short answer essay style questions.

B. Case Studies (20% of Overall Grade):
There are two team case projects and one individual case project. Teams will be comprised of three students. You may self-select your team. A group representative will submitted your final case **both** by email (wjgeoghe@syr.edu) and on the assignments tab in Blackboard.

**Please note**: If there is a group issue please communicate to me immediately and we will endeavour to come to a solution.

<table>
<thead>
<tr>
<th>Due Date &amp; Time</th>
<th>Case</th>
<th>% of Total Grade</th>
<th>Group/ Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, 17th of February @ 9am</td>
<td>Tesla Motors (in 2013): Will Sparks Fly in the Automobile Industry</td>
<td>6%</td>
<td>Group</td>
</tr>
<tr>
<td>Tuesday, 24th of March @ 9am</td>
<td>Chipotle Mexican Grill, Inc: Food With Integrity</td>
<td>6%</td>
<td>Group</td>
</tr>
<tr>
<td>Tuesday, 28th of April @ 9am</td>
<td>Under Armour: How David Can Beat Goliath</td>
<td>8%</td>
<td>Individual</td>
</tr>
</tbody>
</table>

The goals of the cases are:
(1) to develop your analytical skills through the application of strategic management principles to real circumstances; (2) to practice summarizing and presenting complex issues in a simple, straightforward manner; and (3) to develop your team problem-solving skills.

There will be three questions for discussion for each of the group case studies and 2 questions for the individual case study.

You will share the same grade for each group case. However, your individual participation grade can be positively or negatively impacted by your team case contributions and your presentation.
C. Group Company Presentation (10% of Overall Grade)
Each group will be assigned a company/topic and given a set of 4/5 issues to apply to this firm. The presentation will focus on the theoretical topic for discussion and allow students to apply a real world company to the topic of the week.

Teaching Aid: You will also be asked to bring in a ‘teaching aid’ i.e. an object, a piece of multimedia, a newspaper article, etc. This should relate to the company or the topic and should help illustrate a point that the group wishes to emphasize. The more original the better!

These presentations will take place every Thursday at the start of class and will last 20 minutes in total (15 minutes for presentation, 5 minutes to use your aid and followed by questions). Each group member is expected to take some part in the presentation. You will be given your topic 9 days beforehand (if you have a scheduling issue you may ask for your topic before then).

You may schedule a time to meet with me beforehand as a group to discuss your presentation. If availing of this offer please send me on a draft presentation beforehand and have all of the group members in attendance during the scheduled meetings.

The criteria that will be used in assessing the presentation grade are:
• Team cohesiveness
• Theoretical application
• Research and knowledge of the company/topic
• Directness and quality of answers
• Use of teaching aids and creativity
• Presentation style
• Time Management

D. Participation (15% of Overall Grade)
Your participation grade comprises the following two elements:
• In-class discussion (7%)
  o Grade based on my perception regarding how often and the quality of your contribution to in-class discussion.
• Involvement on Blackboard (8%) and Pet company assignments
  o Several Topics will be posted on Blackboard and signaled in class - which you will be asked to comment on.

E. Attendance
Class attendance is mandatory. After the first week of class, attendance will be taken every class period. You are allowed two unexcused absences. For these unexcused absences, you may miss class for whatever reason you would like. (This absence requires no documentation or prior notification to the instructor.)
Each unexcused absence **beyond the second** will reduce your final grade by 1%. Also, as lateness is disruptive to the whole class, showing up more than five minutes late for a class will count as an absence.

Absences will be excused only for extenuating circumstances. These include an illness that is **documented** by a doctor or a **documented** family or personal emergency. These are the only reasons for which an absence will be excused. Absences through religious observances will also be marked present as long as you have signaled it to me and registered on Myslice (see religious observance policy on page 9). Excuses for class absences for medical reasons will be given only if such absences are advised by a health care provider at the Health Center, based on clinical findings and prescribed treatment recommendations. Excused notes will not be given solely to confirm a visit to the Health Center. For complete details on excuse notes, visit: http://health.syr.edu/students/policies.html.

**It is YOUR RESPONSIBILITY to notify the instructor that you will be absent BEFORE class in person, by phone, or via e-mail.** Documentation of your absence must also be provided within **fourteen** days of the missed class.

If you decide to extend any scheduled break (holiday breaks, etc.) by leaving campus prior to the official break date or returning after the official start date, those classes missed will count as unexcused absences. No excuses for missing these classes, other than those specified above will be accepted.

### Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Group or individual</th>
<th>% Overall Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Midterm Exam</td>
<td>Individual Exam</td>
<td>25%</td>
</tr>
<tr>
<td>A. Final Exam</td>
<td>Individual Exam</td>
<td>30%</td>
</tr>
<tr>
<td>B. Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tesla Case Study</td>
<td>Group</td>
<td>6%</td>
</tr>
<tr>
<td>Chipotle Case Study</td>
<td>Group</td>
<td>6%</td>
</tr>
<tr>
<td>Under Armor Case Study</td>
<td>Individual</td>
<td>8%</td>
</tr>
<tr>
<td>C. Group Presentation</td>
<td>Group</td>
<td>10%</td>
</tr>
<tr>
<td>D. Participation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BB assignments</td>
<td>Individual</td>
<td>8%</td>
</tr>
<tr>
<td>In-class participation</td>
<td>Individual</td>
<td>7%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

### Grading Scale

Grading scale used in this course:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>93.00-100</td>
</tr>
<tr>
<td>A-</td>
<td>90.00-93.99</td>
</tr>
<tr>
<td>B+</td>
<td>87.00-89.99</td>
</tr>
<tr>
<td>B</td>
<td>83.00-86.99</td>
</tr>
<tr>
<td>B-</td>
<td>80.00-82.99</td>
</tr>
<tr>
<td>C+</td>
<td>77.00-79.99</td>
</tr>
<tr>
<td>C</td>
<td>73.00-76.99</td>
</tr>
<tr>
<td>C-</td>
<td>70.00-72.99</td>
</tr>
<tr>
<td>D</td>
<td>60-69.99</td>
</tr>
<tr>
<td>F</td>
<td>59.99 or below</td>
</tr>
</tbody>
</table>
Grades will not be rounded up. For the sake of fairness, no opportunities for extra credit will be offered.

**Grading Policy**

The faculty at the Whitman School of Management developed and approved a uniform grading policy for our undergraduate program. The policy has three goals:

- To ensure that grading is fair and consistent across courses;
- To encourage excellence in student scholarship; and
- To ensure faculty deliver a challenging academic experience

All instructors who teach undergraduate courses are required to follow this grading policy.

For all undergraduate courses taken at the Whitman School of Management with 15 or more students enrolled, the mean grade shall be no higher than 3.30 and the maximum percentage of A/A-s is 33%.

**Late Assignments**

Students are required to submit assignments by the due deadline, using the submission procedure specified for that assignment. If an assignment is not submitted on time then the student will receive 0% for that assignment.

Please note this also is the case for group assignments so please ensure your group representative has submitted.

**Electronic Devices**

All laptops, tablets and smart phones must be turned off at the beginning of every class (unless you have a specific accommodation for its use). It is unacceptable for these devices to disrupt or distract the class. If one does, the student will be asked to leave class for the day and be marked absent.

**Extra Help**

There is a good chance that some of you will need help with your assignments. Please plan ahead in completing the assignments so that you can come to my office hours for help. If you have a class at that time, you can schedule another time to meet. I am more than willing to help you but I cannot do so if you wait until the last minute to complete your assignment.
# Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Associated Book Chapter</th>
</tr>
</thead>
</table>
| Jan 13, Jan 15, Jan 20 & Jan 22 | 1. Introduction & The Foundations of Strategic Management  
What is Strategic Management  
The common elements in successful strategies  
I/O and RBV Models  
Stakeholder Analysis | Chapter 1 |
| Jan 27 & Jan 29    | 2. Leading Strategically  
What is leadership  
The 6 actions of effective strategic leaders | Chapter 2 |
| Feb 3, Feb 5, Feb 10 & Feb 12 | 3. Analyzing the External Environment  
Macro environmental analysis  
Industry Analysis  
Direct competitors | Chapter 3 |
| Feb 17, Feb 19, Feb 24 & Feb 26 | 4. Analyzing the Firm & The 3 Levels of Strategy  
Capabilities and Resources  
Value chain analysis  
Core competences  
Levels of Strategy | Chapter 4 |
| Mar 3              | Interim Summary Midterm Exam review class | Chapters 1-4 |
| Mar 5              | Midterm Exam | Chapters 1-4 |
|                    | Spring Break | |
| Mar 17 & Mar 19    | 5. Business Level Strategy  
Cost and Differentiation as Competitive Advantage  
Focus Strategies  
Common pitfalls  
When they work best | Chapter 5 |
| Mar 24 & Mar 26    | 6. Multiproduct Strategy  
Related and Unrelated Diversification  
Types of Multiproduct Strategy  
Levels of Diversification  
Structures for Multiproduct Strategies | Chapter 6 |
| Mar 31 & Apr 2     | 7. Acquiring and Integrating Businesses  
Reasons for Acquisitions  
Screening, Selecting, and Negotiating with Target Firms  
Due Diligence  
Pitfalls and Failures | Chapter 7 |
| Apr 7 & Apr 9      | 8. Decision Making  
Programed and non programed decisions  
Rationale decision making process  
Barriers to effective decision making  
How managers make decisions | Readings posted on BB |
| Apr 14 & Apr 16    | 9. Competing Across Boarders  
Motives for internationalization  
Types of international Strategies  
Modes of International entry | Chapter 8 |
| Apr 21 & Apr 23    | 10. Innovating through Strategic Entrepreneurship  
What is innovation  
Innovation and Entrepreneurship  
7 Sources of Innovation | Chapter 10 |
| Apr 28             | Final Exam Review Class | Topics 1-10 |
|                    | Final Exam as Scheduled on Myslice | Topics 1-10 |

Please Note: This is an indicative schedule and many topics may continue longer/shorter than the time assigned for them.
### Supplementary Reading List

<table>
<thead>
<tr>
<th>Topic</th>
<th>Author</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Leading Strategically</td>
<td>Ireland &amp; Hitt</td>
<td>Achieving And Maintaining Strategic Competitiveness In The 21st Century: The Role Of Strategic Leadership.</td>
</tr>
<tr>
<td>7. Acquiring and Integrating Businesses</td>
<td>Hitt, King, Krishnan, Makri &amp; Schijven</td>
<td>Creating Value Through Mergers And Acquisitions: Challenges And Opportunities.</td>
</tr>
<tr>
<td>10. Innovating through Strategic Entrepreneurship</td>
<td>Drucker</td>
<td>The Discipline Of Innovation.</td>
</tr>
</tbody>
</table>

1 These articles are posted on Blackboard (Documents section) as supplementary readings for all of the topics. You may read any of these after reading the book chapter for further clarification on a topic.
**Policy on Academic Integrity**

Syracuse University sets high standards for academic integrity. Those standards are supported and enforced by students, including those who serve as academic integrity hearing panel members and hearing officers. The presumptive sanction for a first offense is course failure, accompanied by the transcript notation “Violation of the Academic Integrity Policy.” The standard sanction for a first offense by graduate students is suspension or expulsion. Students should review the Office of Academic Integrity online resource “Twenty Questions and Answers About the Syracuse University Academic Integrity Policy” and confer with instructors about course-specific citation methods, permitted collaboration (if any), and rules for examinations. The Policy also governs the veracity of signatures on attendance sheets and other verification of participation in class activities. Additional guidance for students can be found in the Office of Academic Integrity resource: 'What does academic integrity mean?'

The Whitman School of Management requires all students who take Whitman courses to certify in writing that they have read, understand, and agree to comply with the University's Academic Integrity Policy. Whitman students should have already completed a certification statement. All other students enrolled in this course are also required to complete a certification statement available in the Undergraduate Office (Suite 215) for undergraduate students, and MBA and MS Programs Office (Suite 315) for graduate students. Completed statements will be kept on file in these offices.

This class will be using Turnitin, a plagiarism prevention system. The ease of using the Internet has made it very easy for students to “cut and paste” material into papers that they are writing without proper citation. I will submit all/some/ papers that you write in this class to Turnitin, a service that identifies “matched text.” I will then interpret the originality report, based on your writing capability and writing style. In this class, you will also be given the opportunity to submit your own papers to Turnitin to check that all sources you have used are properly acknowledged and cited. Note that all submitted papers will be included as source documents in the Turnitin.com reference database, solely for the purpose of detecting plagiarism of such papers.

**Religious Observance**

SU’s religious observances policy, found at [http://supolicies.syr.edu/emp_ben/religious_observance.htm](http://supolicies.syr.edu/emp_ben/religious_observance.htm), recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holy days according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the
second week of classes. For fall and spring semesters, an online notification process is available through MySlice/Student Services/Enrollment/My Religious Observances from the first day of class until the end of the second week of class.

**Disability-Related Accommodations**

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), [http://disabilityservices.syr.edu](http://disabilityservices.syr.edu), located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented Disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

Syracuse University and I are committed to your success and to supporting Section 504 of the Rehabilitation Act of 1973. This means that in general no individual who is otherwise qualified shall be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity, solely by reason of having a disability.

You are also welcome to contact me privately to discuss your academic needs although I cannot arrange for disability-related accommodations.

**Bio: Will Geoghegan**

Dr. Geoghegan is an Assistant Professor in the Management Department and received his MBS and Ph.D. degrees from the National University of Ireland, Galway. His previous experience includes acting as a fixed-term lecturer at the National University of Ireland, Galway and as a visiting research scholar at the University of Massachusetts, Lowell.

Dr. Geoghegan’s Research and Professional interests span a number of areas, most notably Strategic Management, Innovation, Innovation Systems, Technology Transfer and Entrepreneurship. Dr. Geoghegan is currently working on articles pertaining to the fields of Technology Transfer, Innovative Capabilities and Strategic Innovation.

During the course of his academic career to date, he has published papers in international peer reviewed journals, written book chapters, presented at international conferences and written course books for External Learning Courses in the areas of Innovation, Strategic Management and Entrepreneurship.

Dr. Geoghegan has taught courses at Executive, MBA, Graduate and Undergraduate levels. He has also advised and consulted senior management at several large Multinational Companies.