

Department of Management/MGT  
School of Business Administration  
University of Miami

**Course Syllabus**  
**STRATEGIC MANAGEMENT**  
**MGT401 - U89 and B89, SUMMER A 2019**  
**Room #: Aresty 530**

**Class Time: 5/13/2019 - 5/24/2019**

**Class Hours: 12am - 3:45pm**

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**Faculty:** Marina Portnoy, MBA, MS, Leadership & Management Certifications  
**Office:** 417 - E Jenkins Building  
Coral Gables, FL 33146  
**Telephone:** (917) 957-7601  
**E-Mail:** mportnoy@bus.miami.edu  
**Course Web Site:** <http://www.courses.miami.edu>  
**Office Hours:** Students can request to set up a mutually agreeable time

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**Textbook:**

**Title:** *Strategic Management*, 4<sup>th</sup> Edition  
**Authors:** Frank T. Rothaermel  
**ISBN - 13:** 978-1-259-92762-1  
**Description:** paperback  
**Publication Date:** 2019  
**Publisher:** McGraw Hill Education

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**Course Description and Learning Objectives:**

This course is designed to provide a fundamental exploration of organizations in their environments and provide an introduction to the strategic management process with a focus on the following:

- Strategic Planning and Analysis
- Evaluating the Competitive Landscape
- Establishing Strategic Direction and Leadership
- Formulating Business and Corporate Strategy
- Strategy Implementation and Control

**The course learning objectives include:**

- ◆ Examining the key elements of the strategic management process (planning, analyzing, leading, formulating, implementing and controlling)
- ◆ Identifying the critical elements of an organization's external environment
- ◆ Conducting an environmental analysis in which an organization operates
- ◆ Conducting a company profile analysis to identify organizational strengths, weaknesses, opportunities and threats (SWOT)
- ◆ Identifying strategies being employed by an organization and the influencing factors
- ◆ Discussing the importance of leadership, culture, structure, and alignment in strategy implementation

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### **Course Website:**

All students officially registered for the course can access the course BlackBoard (BB) website. Your BB User Name is your UM email alias (you can find your UM email alias on MyUM at [www.miami.edu/myum](http://www.miami.edu/myum)), your initial password is your birth date. The BB site includes a course syllabus, class announcements, assignments, PowerPoint slides, and other relevant course information.

### **ASSIGNMENTS AND EVALUATION**

1. **Assignment Policy:** Reading assignments and class discussions are all important. Students are accountable for all material contained in assigned readings. Lectures will not necessarily restate what you have already read in the text; they are designed to stimulate creative thinking as it relates to the theme of the course as a whole.

2. **Class Preparation and Participation:** Students are expected to actively participate and discuss matters scheduled for consideration in class. Active participation in class discussions is crucial to the learning process. It is each student's responsibility to ensure that he or she is making regular contributions to the class.

In the first class students will self-select into teams and will be assigned topics related to various organizations (case studies) for class presentations. Team projects involving analysis, designing recommendation, written materials and presentations to the entire class will require individual and team efforts. Each team will be assigned specific topics for presentation and will have a set time to present. The final presentation will be presented orally and submitted in writing to the instructor (further instructions on the final project will be provided by in the instructor during class). Students will be graded on individual efforts, team work and tests.

3. **Experiential Learning:** This course incorporates experiential learning in the following way: Discussion in class, case studies, role-playing, small group class exercises, presentations and assignments that have applicability.

**Grading Criteria:**

Item	Percentage
In-Class Case Study Team Assignments & Presentations (individual efforts and team work) <b>Note to Students:</b> <i>Policy on Missing Class: every class missed will result in a reduction of the final grade by one grade level</i>	25%
Exam	50%
Final Presentation	25 %
<b>Total</b>	<b>100%</b>

**Note: Please see Course Schedule below for relevant dates and descriptions**

**Final Course Grades:**

Final course grades will **generally** be determined according to the following scale:

A+	97 – 100	C	73 – 76
A	93 – 96	C-	70 – 72
A-	90 – 92	D+	67 – 69
B+	87 – 89	D	63 – 66
B	83 – 86	D-	60 – 62
B-	80 – 82	F	59 and below
C+	77 – 79		

DATE	TOPIC	READING, ASSIGNMENTS AND DATES
5/13/2019	<p><b>Introductions and Overview of Strategic Management</b> – “What is Strategic Management”</p> <p><b>Chapter 1 – What is Strategy:</b> Perspectives on Strategic Development</p>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Syllabus review</li> <li>• Overview of Strategic Management</li> <li>• Demo Collaboration Ultra Tool on BB</li> </ul> <p><b><u>Application of Strategic Management Concepts</u></b></p> <ul style="list-style-type: none"> <li>• Breaking into teams <ul style="list-style-type: none"> <li>○ Select one industry and one organization per team</li> <li>○ Each executive on your team will provide one fact about the industry and the organization your team selected</li> <li>○ Digital implications on your industry and organization</li> </ul> </li> </ul> <p><b><u>Topics:</u></b></p> <ul style="list-style-type: none"> <li>• What is Strategic Management</li> <li>• Whole Foods Market Case Review</li> <li>• Strategic Management Process</li> <li>• Environmental Analysis</li> <li>• Strategic Leadership and Direction</li> <li>• Strategy Formulation</li> <li>• Strategy Implementation, Control and Restructuring</li> <li>• What impacted the field of Strategic Management</li> <li>• Vision</li> <li>• Mission</li> <li>• Values</li> <li>• Strategic Management Process/Framework</li> <li>• SWOT</li> <li>• Industry</li> <li>• Competitors</li> <li>• Sustainable Competitive Advantage</li> <li>• Strategic Thinking</li> <li>• Case Study</li> </ul> <p>Read Chapter 1</p>
5/14/2019	<p><b>Chapter 2 – Strategic Leadership:</b> Roles of Strategic Leaders in Organizations’ Strategic Directions</p> <p>Stakeholder Strategy and Competitive Advantage</p>	<p><b><u>Topics:</u></b></p> <ul style="list-style-type: none"> <li>• Strategic Leadership and Direction <ul style="list-style-type: none"> <li>○ IBM Case Review</li> <li>○ Leadership Responsibilities and Effectiveness</li> <li>○ Management Teams</li> <li>○ Governance</li> <li>○ Agency Problem</li> <li>○ Influences of Strategic Direction</li> <li>○ Mission, Vision, Business Definition</li> <li>○ Organizational Values – Ethics and Social Responsibility</li> <li>○ Role of the CEO and the Primary Leadership Responsibilities</li> <li>○ Emotional Intelligence – Daniel Goleman</li> <li>○ Inspirational Leaders – Why Them</li> <li>○ Social Responsibility – “More Trust Lead to Higher Profits”</li> </ul> </li> </ul> <p>Read Chapter 2</p>

5/16/2019	<p><b>Chapter 3 – The External Environment:</b></p> <p>Industry Structure</p> <p>Competitive Forces</p> <p>Strategic Groups</p> <p>Porter’s Framework</p>	<p><u>Topics:</u></p> <ul style="list-style-type: none"> <li>• The Organization and Its Environments <ul style="list-style-type: none"> <li>◦ Google in China Case Review</li> <li>◦ Sociocultural Forces</li> <li>◦ Economic Forces</li> <li>◦ Technological Forces</li> <li>◦ Political/Legal Forces</li> <li>◦ Ecological Forces</li> </ul> </li> <li>• Forces that Drive Industry Competition and Profitability <ul style="list-style-type: none"> <li>◦ Competitors, Customers, Suppliers</li> <li>◦ Managing External Stakeholders</li> <li>◦ Cooperative Strategies and Alliances Networks</li> </ul> </li> <li>• Global Business Environments <ul style="list-style-type: none"> <li>◦ Evaluating a Foreign Investment Environment</li> <li>◦ Competitive Advantages of Nations</li> </ul> </li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 3</p>
5/16/2019	<p><b>Chapter 4 – Internal Analysis</b></p> <p>Resources</p> <p>Capabilities</p> <p>Core Competencies</p> <p><b>Chapter 5 – Competitive Advantage</b></p> <p>Competitive Advantage</p> <p>Firm Performance</p> <p>Business Models</p>	<p><u>Topics</u></p> <ul style="list-style-type: none"> <li>• Review of the Internal Organizational Environment <ul style="list-style-type: none"> <li>◦ Zappos.com Case Review</li> <li>◦ Organizational Resources and Capabilities Leading to Competitive Advantage</li> <li>◦ Organizational Resources Interconnectedness and Development of Strategy</li> <li>◦ Value Chain Analysis – Support Activities to Guide Strategy</li> <li>◦ Performance Measures</li> </ul> </li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 4</p> <p><u>Topics</u></p> <ul style="list-style-type: none"> <li>• How Organizations Make Money?</li> <li>• Mckinsey &amp; Co Case Review</li> <li>• Assessing and Measuring Competitive Advantage</li> <li>• Relationship between Organizational Performance and Competitive Advantage</li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 5</p>

5/17/2019	<p><b>Chapter 6 and 7 – Business Strategy</b></p> <p>Competitive Tactics</p> <p>Differentiation</p> <p>Cost Leadership</p> <p>Blue Ocean</p> <p>Innovation</p> <p><b>Case Study Team Work – Preparation for Final Presentation</b></p>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Strategic Formulations</li> <li>• How Should Organizations Compete? <ul style="list-style-type: none"> <li>○ Business Level Strategies and Management Responsibilities</li> <li>○ Starbucks Case Review</li> <li>○ Differentiation, Low-Cost Leadership, Best Cost, Focus</li> <li>○ Defining Business Models – Markets, Assets, Value Creation and Capture</li> <li>○ Growth Strategies – Internal and External</li> <li>○ Competitive Tactics – Defensive, Collaborative, Political, Avoidance, Strategic Flexibility, International</li> <li>○ Strategic Change -- Industry Life Cycle</li> <li>○ Value Innovation</li> </ul> </li> </ul> <p>Case Study – Team Work</p> <p>Read Chapters 6 and 7</p> <p><b>Preparation for Final Presentation</b></p> <ul style="list-style-type: none"> <li>• Case Study – Team Work <ol style="list-style-type: none"> <li>1) Structuring an Environmental Analysis</li> <li>2) Structuring an Organizational Analysis</li> <li>3) Developing a Strategic Plan</li> </ol> </li> </ul>
5/20/2019	<p><b>Exam</b></p> <p><b>Chapter 8 and 9 – Corporate Strategies:</b></p> <p>Vertical Integration</p> <p>Diversification</p> <p>Strategic Alliances</p> <p>Mergers</p> <p>Acquisitions</p>	<ul style="list-style-type: none"> <li>• Exam 1 (Worth 50% of your grade)</li> </ul> <p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Strategic Formulations</li> <li>• Where Should Organizations Compete – Industry, Markets, and Geography? <ul style="list-style-type: none"> <li>○ Corporate Level Strategy Development and Management Responsibilities</li> <li>○ Tata Group Case Review</li> <li>○ Concentration, Vertical Integration</li> <li>○ Strategic Reasoning and Motivation for Diversification</li> <li>○ Diversification Methods – Internal Venture, M&amp;A, Alliances, Joint Ventures</li> <li>○ Managing and Measuring – Corporate Portfolio</li> </ul> </li> </ul> <p>Case Study – Team Work</p> <p>Read Chapters 8 and 9</p>

<p style="text-align: center;"><b>5/21/2019</b></p>	<p><b>Chapter 10 – Global Strategy:</b></p> <p>Competing Around the World</p> <p>Globalization</p> <p>Global Strategies</p> <p>Multinational Enterprises</p>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Strategic</li> <li>• How and Where Should Organizations Compete – Local, Regional, National, or International? <ul style="list-style-type: none"> <li>○ Case Review – Hollywood Goes Global</li> <li>○ Stages of Globalization</li> <li>○ Pros and Cons of Going Global</li> <li>○ International Strategy</li> <li>○ Multidomestic Strategy</li> <li>○ Transnational Strategy</li> <li>○ Porter’s Diamond National Competitive Advantage</li> </ul> </li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 10</p>
<p style="text-align: center;"><b>5/22/2019</b></p>	<p><b>Chapter 11- Organizational Design</b></p> <p>Functional Strategies</p> <p>Organizational Structure</p> <p>Organizational Culture</p>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Implementation of Strategy – Functional Strategies</li> <li>• How Organizations Turn Formulated Strategy into Action <ul style="list-style-type: none"> <li>○ McDonalds Case Review</li> <li>○ Conducting Functional Strategy Audit – Marketing, Operations, R&amp;D, HR, Financial, IT</li> <li>○ Hierarchy Structures – Organizations</li> <li>○ Organizational Culture – Encouraging Innovation, Entrepreneurship</li> </ul> </li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 11</p>
<p style="text-align: center;"><b>5/23/2019</b></p>	<p><b>Chapter 12 – Corporate Governance &amp; Business Ethics</b></p> <p>Strategic Control and Restructuring</p> <p>Strategic Control Systems</p> <p>Strategic Restructuring</p> <p>Dealing with Economic Cycles</p>	<p><b>Topics</b></p> <ul style="list-style-type: none"> <li>• Implementation of Strategy – Governance</li> <li>• Effective Governance</li> <li>• Decision Making with Business Ethics</li> <li>• Strategic Control Systems and Process &amp; Restructuring <ul style="list-style-type: none"> <li>○ General Motors Case Review</li> <li>○ Feedback Control System, Concurrent Controls, Feedforward, Comprehensive</li> <li>○ Refocusing Corporate Assets</li> <li>○ Retrenchment</li> <li>○ Chapter XI and Structural Reorganization</li> <li>○ Buyouts</li> <li>○ Economic Cycles</li> </ul> </li> <li>• Case Study – Team Work</li> </ul> <p>Read Chapter 12</p>

<b>2/24/2019</b>	<b>Self-Assessments</b>	<b>Individual and Group Self-Assessments</b> 1) Each executive will identify and present in class 3 things that he/she did well and 3 things that the team did well during the semester  2) Each executive will identify and present in class 3 things that he/she would like to continue improving and 3 things that the team needed to improve during the semester
	<b>Final Team Presentations</b>	Final Team Presentations (Worth 25% of your Grade) <b>Final student team oral &amp; written presentations on Strategic Management including Environmental Analysis; Organizational Analysis and a Strategic Plan</b>

### Important Course Policies

- ◆ **Academic Integrity:** Academic dishonesty in any form is not tolerated. This policy is required to encourage consistent ethical behavior among students, and to foster a climate of fair competition. Personal integrity is a quality that is expected and respected at the University of Miami. Consequently, the Undergraduate Student Honor Code is in force at all times. Students are responsible for reading, understanding, and upholding the Honor Code (available through Dean of Students).
- ◆ **Attendance:** Your presence in class is essential to your ability to understand and apply the material covered in this course. Treat this class as you would any other professional obligation. By accepting a job you are making an implicit commitment to attend work regularly. By registering for this class, you make a similar commitment. Note that you will not be able to do well in this course without attending class regularly. Please note, I do require attendance, and I take roll at the very beginning of the class period. If you arrive late, it will be noted. If you arrive late regularly, every two late arrivals will be equivalent to one missed class. If you do miss class, it is your responsibility to contact classmates (not me) to obtain any materials/information from the missed class session(s).
- ◆ **Cell Phones:** Before you enter the classroom, please turn off and put away your cell phone (and anything else that may ring/beep). Laptops, smartphones, PDAs, and other electronic devices (such as recording equipment) may not be used during class without specific approval from the instructor.
- ◆ **Dropping the Course:** The policy for withdrawing from a course is dictated by the University. Any student who has not dropped by the official drop date will receive a grade for the course. If you wish to withdraw from the course, you must officially drop the course; if you just stop attending the class, you will receive a failing grade.



- ♦ **Incomplete Grades:** The Incomplete (I) grade will be recorded only when a student is unable to complete the course for a verifiable non-academic reason (such as accident/illness requiring hospital confinement). An Incomplete grade will not be assigned when a student is not in passing status, or when a student wishes to repeat the course. Both the professor and the Department Chair must approve all Incomplete grades in advance.
- ♦ **Extra Credit:** The University of Miami has a strict policy prohibiting extra credit assignments offered to individual students. If extra credit assignments are made available to one student, they must be made available to all students in a class, and all students so informed. Consequently, there will be no extra credit assignments in this course.
- ♦ **Accessibility Resources:** Reasonable accommodations will be provided through Accessibility Resources (AR), or by the instructor, for students who have a documented disability and are registered with AR. Accommodations will not be made for students who are not registered or who do not present the required letter. The accommodations letter must be presented to the instructor at the beginning of the semester, and a minimum of two weeks prior to the desired use of the accommodation. The instructor will coordinate with AR to determine the best way to accommodate the student for the course. Students should not assume that they will be accommodated in exactly the same manner for every course. It is the responsibility of the student to contact the instructor to request the details of all accommodations. Students may speak with the instructor and/or contact AR at 305/284-2374 for more information regarding classroom accommodations.

**Special Note:** This syllabus represents a class plan. The professor may make changes in this plan as the semester progresses. Typically, changes will be based on such factors as student capability, student interests, student performance, and any breaking business occurrences that warrant our immediate attention.

Definition: The term "strategic management"™ is used to denote a branch of management™ that is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations (if any) to reach the organization™s strategic intent.Â Here, changes refer to changes in the internal environment, i.e. within the organization, introduced by the managers such as the change in business policies

Strategic management is a level of managerial activity under setting goals and over Tactics. Strategic management provides overall direction to the enterprise and is closely related to the field of Organization Studies. Strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets Strategic management involves in developing and implementing an organization's competitive strategy to tackle the uncertainty with an integrated approach. Strategic management is the process of decision making and planning which leads to the development of an effective strategy to help achieve organizational objectives. In this process, the strategists determine objectives and make strategic decisions. Definition: The term "strategic management" is used to denote a branch of management that is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations (if any) to reach the organization's strategic intent. Here, changes refer to changes in the internal environment, i.e. within the organization, introduced by the managers such as the change in business policies