

**Arizona State University
W. P. Carey School of Business
Department of Management and Entrepreneurship**

**WPC 480: Strategic Management
MW 1:30 PM - 2:45 PM - BAL 1-27
Fall 2024
SLN: 66495**

Dr. Jeremy K. Dearman

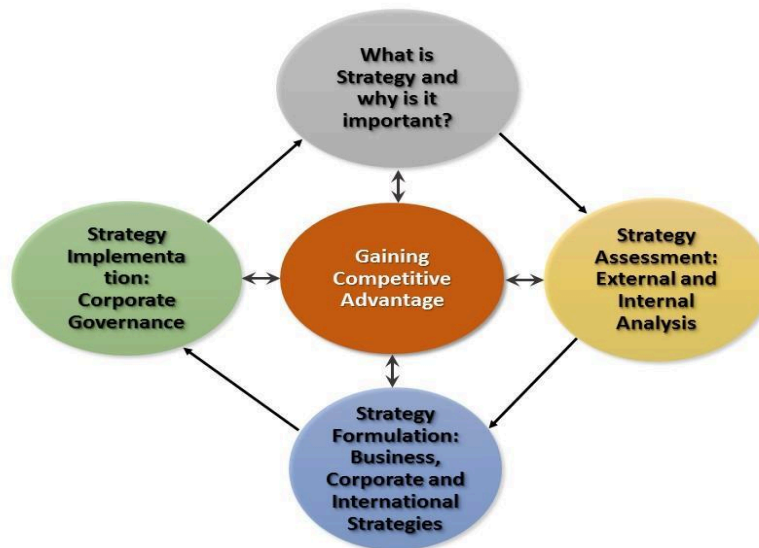
Email: Jeremy.Dearman@asu.edu (Please do not use the email option in Canvas.)

Office Hours: MW: 10:45 to 11:45 a.m. and T 4:45 - 5:45 p.m. in BA 367O
and by Appointment

COURSE OVERVIEW:

Strategic management takes the view of the CEO or general manager and addresses the question of why some firms outperform others. Firm performance, therefore, lies at the core of strategic management as firms use their resources and adapt to their environments to help them win against rivals in the marketplace. To help understand what it takes for firms to succeed in today's marketplace, we will learn how to assess the firm's internal and external situation, appreciate the elements of a successful strategy, and understand the challenges of implementing such strategies under conditions of uncertainty.

This course has been designed to match this perspective. It is divided into **strategy assessment** (internal and external analysis), **strategy formulation** (business, corporate, and international strategies), and **strategy implementation** (corporate governance).



W. P. CAREY SCHOOL OF BUSINESS LEARNING GOALS:

The Undergraduate Program of the W. P. Carey School of Business has established the following program competencies for its graduates (items in bold have significant coverage in this course):

- **Critical Thinking**
- **Communication**
- **Discipline Specific Knowledge**
- Core Business Knowledge
- W. P. Carey Edge: Ethical Awareness, Global Awareness, and Entrepreneurial Mindset

STUDENT LEARNING OBJECTIVES:

As a result of participating in this capstone course, students will be able to:

1. Perform analysis of key strategic issues and generate insights that lead to strategic recommendations. Specific analyses include the following:
 - a. External environment analysis (general and industry)
 - b. Internal organizational analysis
 - c. Competitor analysis
2. Evaluate a firm's corporate, business unit, and international strategies.
3. Describe the relationships between a firm's external and internal environments and its corporate and business unit strategies.
4. Assess a firm's agency problems and stakeholder relationships as they relate to corporate governance practices.
5. Communicate strategic recommendations in a clear, concise, and compelling way.

READINGS:

Textbook

Hitt, Ireland, Hoskisson, and Harrison (14th Edition). *Strategic Management: Competitiveness and Globalization*

The required material for this course, *Strategic Management: Competitiveness and Globalization*, will be provisioned as an e-book and made available at a discounted price significantly cheaper than if purchased directly from the publisher. If you wish to take advantage of this discounted group price, no additional action is needed. Following the drop/add period, a charge of \$54.00, plus tax, will post to your student account under the header "Digital Integrated Course Mtrl" and your access will continue uninterrupted.

If you'd rather purchase the material from an alternate source, you may choose to opt out of the program by using this link: <https://includedcp.follett.com/1230> *Enter your ASU e-mail address AS IT APPEARS IN THE ASU DIRECTORY (<http://asu.edu/directory>), then follow the instructions provided. Be aware that if you do opt-out, your access to the e-book will be discontinued.

TO ACCESS THE E-BOOK, CLICK ON THE BRYTEWAVE TOOL IN YOUR COURSE'S CANVAS SHELL. Please note: the ebook won't appear on your shelf until approximately 5 days prior to the start of classes. If you need assistance accessing the book or the opt-out portal, fill out the support request form: <https://forms.gle/uD4GhBxMoixnbwYx5>

- The Harvard Business Publishing (HBP) course packet is available on Canvas and below <https://hbsp.harvard.edu/import/1198192>
- The Economist, Fortune, and FastCompany are recommended readings. The current event article presentation will be from an article from these publications.

Utilizing illegally sourced course materials is considered a violation of academic integrity. Please ensure that you order and pay for your own materials as outlined in the ordering instructions.

Additional readings as assigned.

TEACHING APPROACH:

This course will combine lectures, class discussions, cases, presentations, videos, games, and a project with a big focus on cooperative learning. Therefore, your active class participation in break-out rooms as well as in full class discussions will be an essential part of the learning experience, and it's extremely important that you study assigned material PRIOR to each class session and use such knowledge to help lead discussions.

Teamwork is also integral to your learning experience. At the beginning of the semester, you will be assigned to permanent teams.

GRADING SCALE:

There are 1000 possible points that can be earned. The following point scale will be used to determine final grades:

975	to	1000	A+
935	to	974	A
900	to	934	A-
875	to	899	B+
835	to	874	B
800	to	834	B-
775	to	799	C+
700	to	774	C
600	to	699	D
0	to	599	E (Failing) or EU (Failing Did Not Complete)

EN (Failing Never Participated)

A grade of incomplete for a course may be granted by permission of the instructor under the following conditions:

- The student is in good standing academically at ASU.
- The student has attended and completed most of the course assignments and exams. (typically, 70-80%)
- The student has experienced extenuating circumstances at the end of the semester, preventing completion of the course.

To request a grade of incomplete, please download the [Incomplete Grade Request form](#), complete the top portion of the form, and contact me as soon as possible regarding the request.

Note: students who miss a large portion of the course due to unforeseen events that impact their ability to succeed may qualify for a [Medical/Compassionate Withdrawal](#).

Honors Contracts

Barrett Honors Contracts are supported in this course. To initiate approval for an honors contract in this course, please reach out to me within the first two weeks of class to define the project's requirements and ensure submission prior to [The Barrett Honors College contract submission deadlines](#).

In the past, students have completed research reports where they dive deeper into a subject area of the course and prepare a 10-12 pages research report in collaboration with faculty. All honors contract work must be submitted prior to the due dates specified in the contract. If no due dates are specified, all work must be completed by the last day of regular class (not finals). If the required work is not submitted satisfactorily, a grade reduction may be applied as specified in the contract.

PERFORMANCE OPPORTUNITIES:

Assignment Type	Points	% total
<u>Individual Assignments and Participation</u>		
Midterm exam	115 points	11.5%
Final exam	115 points	11.5%
Individual case analyses (two write-ups)	235 points	23.5%
Individual case analyses (participation two case discussions)	80 points	8%
Class participation and attendance	100 points	10%
Current event article presentation	100 points	10%
<u>Team-based Assignments</u>		
Select a problem and outline the project	25 points	2.5%
Strategic problem presentation	90 points	9%
Strategic problem paper	<u>140 points</u>	14%
Total	1000 points	

Individual Assignments & Participation (745 points)

Exams (2~115 points each. Total: 230 points)

Each exam will consist of multiple choice and true/false questions covering material from the text since the previous exam - exams are not cumulative.

You are welcome to come to my office to review your exam once grades are posted to Canvas.

Individual Case Analyses Write-ups (~100 points each plus 35 points for assessment of communication and critical thinking. Total: 235 points)

For two of the assigned case analyses, you are required to prepare and turn in 2 double-spaced pages before class on the due date. **No late case analyses will be accepted, and they will be graded based on rubrics in Canvas.**

Individual case analyses are individual assignments, and you are not to collaborate with other students when preparing them. **You should also not consult case analyses completed by other students in previous semesters.** It will constitute academic dishonesty if your case analysis submission includes content, either in whole or in part, from a previous case submission or if your content closely matches the case submission of another student. **The minimum penalty for academic dishonesty on any case analysis is a score of zero points.**

Individual Case Analyses Discussion Participation (~40 points each. Total: 80 points)

For the remaining two case analyses, you are not required to turn in 2 pages. Instead, I will rate your participation in our discussion in class based on the following:

- How well you answer the assigned questions as evidence of careful preparation before class and understanding of the material
- Ability to follow up and build on a line of thought under discussion
- Skill and tact in presenting, defending, and questioning ideas

Current Event Article Presentation (100 points)

This is an individual assignment, but because of time constraints, students will pair up to make the 8-minute presentation on an article from **The Economist, Fortune, or FastCompany**. You will, therefore, each be evaluated on your part of the presentation, and it is very important that you share equal presentation time.

Presentation dates will be assigned with most presentations during the first part of the semester.

Presentations should address four things:

- Summarize the article, including major points
- Explain how the article ties in with this or last week's class material
- Identify the author's opinion, i.e., what the author thinks about the discussed issue, event, strategy, etc.
- Finally, argue for or against the author's point of view, depending on your personal view. Make sure you use at least some strategic management theory, concepts, and analysis to back up your view.

Your presentation will be graded based on a rubric in Canvas.

Class Participation/attendance (100 points)

One of the most important skills in management and managerial decision-making is your ability to verbally articulate your point of view within a discussion setting. Successful professionals often stand out among peers as good communicators. With the goal of improving your communication skills (and also enhancing class learning), you must participate in class discussions. Effective participation and meaningful contribution can take a variety of forms, including:

- Ability to follow up and build on a line of thought under discussion
- Asking thought-provoking questions and sharing real-world experiences
- Evidence of careful preparation before class
- Skill and tact in presenting, defending, and questioning ideas

Activities such as summarizing case facts, repeating arguments by other students, or simply agreeing with everybody else do not represent meaningful contributions. **The quality of the class will, to a large extent, depend on your active involvement, and you will be evaluated accordingly.**

Note: Since you cannot participate in class discussions if you do not make it to class, you need to attend class to get a good participation grade. I will keep track of attendance and adjust this part

of your total grade if you fail to show up on a regular basis (see Class Policies #6 for excused absences).

Team-Based Assignments (255 points)

Strategic Problem Presentation and Paper (255 points total for three deliverables)

The initial task of your designated team will be to select a large and publicly traded firm that is facing a current strategic problem or challenge. You will then diagnose the problem and provide solutions using theories, frameworks, or models from the course. This will include three sections (and three deliverables):

Select Problem and Outline Project (25 Points)

Submit an outline for your project explaining section 1 in detail, outlining section 2, and providing some idea of what solutions may fix your problem (section 3) with responsibilities per team member, as well as significant Team milestones with internal due dates.

- 25 points (20 points for the first underlined item, 5 for the second one)

You cannot select one of the following firms due to course material conflicts: *Twitter, Uber, Pandora, ToysRUs, Pepsico, Coca-Cola, Trader Joe's, Sunbeam, Under Armour, Barnes and Noble, Costco, Snap, GoPro, Sears, JCPenney, Netflix, Nike, Macy's, McDonald's, Harley Davidson, SoundCloud, Lyft, Blue Apron, Campbell Soup, Tesla, NFL, Apple, Facebook, Boeing, Walmart, WeWork, Delta, American, Southwest, Bed Bath and Beyond, and Disney, AMC Theatres, Airbnb, Robinhood.*

Strategic Problem Presentation (90 points)

Each team will make a **15-minute presentation of your written report**. Your consulting team is presenting to the Board of Directors of the company, so professional attire is expected. Use PowerPoint (required), and make sure that you stay within the time limit.

Strategic Problem Paper (140 points)

The write-up will be ten pages long (text only, not including graphs, citations, etc.) and include three sections:

1. What is the key strategic problem or challenge facing the firm that you are trying to resolve?
2. Your analysis depends on whether the problem is external or internal or related to the firm's business or corporate-level strategy (or a combination thereof).
3. A detailed solution to the strategic problem or challenge, including justification for why your solution will fix the problem.

Papers and presentations will be graded based on rubrics in Canvas.

All team members are expected to contribute equally in both preparation and delivery of this assignment and will receive the same grade unless there is clear evidence that one or more team members did not contribute (see Class Policies #7).

Additional Requirements for Strategic Problem Paper and Presentation

1. Your sources of information must include **at least five references from major business publications**. Acceptable business publications are *The Economist*, *Forbes*, *Fortune*, *New York Times*, *Newsweek*, *FastCompany*, and *Wall Street Journal*.
2. Your paper and presentation should be **based on all relevant information available one week before** the assignment is due. This will require you to keep abreast of relevant business and political news.
3. **Submit your paper online through Canvas.**

Requirements for Written Assignments

1. All written assignments are to be typed on standard-sized (8.5" x 11") paper with one-inch margins and double-spaced throughout. The size of the type should be 12 points. Page numbers should be on every page of text, and the text should be left-justified.
2. The paper must follow correct form, grammar, spelling, etc. Points will be deducted for misspelled, missing, extraneous, or otherwise inappropriate words. Points will also be deducted for incomplete, awkward, or unclear sentences (see rubric).
3. The Wikipedia website should not be relied upon as a source of research information for this class for several reasons. First, the foundation for your research should be high-quality reference materials such as the traditional business press and academic journals. Second, Wikipedia uses an encyclopedia format, and the limitation of all encyclopedias is that the content is based on second-hand summaries of other research materials. You should consult articles, books, or other sources directly for a college-level research paper.

Class Policies

1. You are to complete assigned readings before class and be prepared to participate in class discussions. You will be responsible for all material assigned, discussed, and/or presented in class. Changes in the syllabus may periodically be made in class, and you are responsible for being aware of any changes. If you miss a class meeting for any reason, you are responsible for all material covered, for announcements made in your absence, and for acquiring any materials that may have been distributed in class.

2. Attendance will be taken at the start of each class session. Students coming in late must notify me immediately after class to get credit for being present. Poor class attendance will result in a loss of participation points. On the flip side, excellent attendance will count toward your participation grade.
3. Neither make-up nor early exams will be given except under extremely unusual and compelling circumstances. My judgment of what constitutes "unusual" and "compelling" will prevail. It is your responsibility to contact me as soon as possible to request a make-up exam. Missed exams will be scored as zero unless prior arrangements have been made. Make-up and early exams may be in a different format than the exam given at the regularly scheduled time.
4. Assignments are due per schedule in Canvas. A 10% grade penalty will apply if an assignment is submitted after the deadline but within the first 10 minutes past the deadline. If an assignment is not submitted within that time frame, it will not be accepted.
5. Reasonable accommodations for those individuals registered with the SAILS will be granted.
<https://public.powerdms.com/ASU/documents/1560606>
<https://eoss.asu.edu/accessibility>
6. You should review the course schedule (under Modules on Canvas) to determine if any class dates or exam dates conflict with your religious holidays and with any university-sanctioned events that you may participate in. If there are any such conflicts, reasonable accommodations will be provided. Please see the below links for more information on religious holidays and university-sanctioned events.
<https://public.powerdms.com/ASU/documents/1557490>
<https://public.powerdms.com/ASU/documents/1541225>
7. All team members will receive the same score unless there is clear evidence that one or more team members did not contribute to a particular assignment. So, if need be, team members will be given a chance to evaluate the relative contributions of other member(s). Based on these evaluations, I may increase or decrease your individual score on the assignment. For example, if a particular team member is deemed to have skipped an excessive amount of meetings and generally not done their fair share of the work, he or she may have his/her assignment score decreased. In that case, other team members may receive increases in their scores. Team members should be evaluated based on their overall contribution to the team, which may include the following dimensions:
 - Quality of submitted work
 - Attendance, participation, and contribution at team meetings
 - Timely response to team communication
8. Policy against threatening behavior
<https://public.powerdms.com/ASU/documents/1560490>

ACADEMIC INTEGRITY AND PLAGIARISM

The W. P. Carey School takes academic integrity very seriously. Therefore, unless otherwise specified, it is imperative that you do your own work. Any suspected violations of academic integrity will be taken seriously and result in one or more of the following sanctions:

- A minimum of zero on the assignment
- A reduced grade in the course
- A failure in the course
- Removal from the W. P. Carey School of Business
- An XE which denotes failure due to academic dishonesty on the transcript

NO GENERATIVE AI USE PERMITTED:

In this course, all assignments must be completed by the student. Artificial Intelligence (AI), including ChatGPT and other related tools used for creating text, images, computer code, audio, or other media, are not permitted for use in any work in this class. Use of these generative AI tools will be considered a violation of the [ASU Academic Integrity Policy](#), and students may be sanctioned for confirmed, non-allowable use in this course.

Please see the below links related to academic integrity and plagiarism (as well as the Undergraduate Honor Code and Professionalism Policy) for additional information:

<http://provost.asu.edu/academicintegrity>

<https://students.wpcarey.asu.edu/resources/professionalism-policy>

TUTORING SUPPORT

W. P. Carey School of Business provides free tutoring in BA 201 for a number of undergraduate business classes. <https://students.wpcarey.asu.edu/resources/student-success-centers>

W. P. Carey Student Success Center provides writing assistance through multiple platforms, including in-class workshops. <https://tutoring.asu.edu/student-services/writing-centers>.

Global Education Center in BAC 119 provides support services to our international students. <https://students.wpcarey.asu.edu/resources/international-students/cultural-events>

TITLE IX

Title IX is a federal law that provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy make clear that sexual violence and harassment based on sex are prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. If you or someone you know has been harassed on the basis of sex or sexually assaulted, you can find information and resources at <https://sexualviolenceprevention.asu.edu/faqs>.

As a mandated reporter, I am obligated to report any information I become aware of regarding alleged acts of sexual discrimination, including sexual violence and dating violence. ASU Counseling Services, <https://eoss.asu.edu/counseling>, is available if you wish to discuss any concerns confidentially and privately.

COURSE SCHEDULE

Date	Topic and Class Activity	Readings	Assignments
Aug 26	Introduction and Course Overview	Syllabus	
Aug 28	Strategic Management	Chapter 1	
Sept 2	Labor Day - No Class Session		
Sept 4	Strategy Assessment: External Environment	Chapter 2	Current Event Presentations
Sept 9	External Environment	Chapter 2	Current Event Presentations
Sept 11	External Environment	Chapter 2	Current Event Presentations
Sept 16	Pfizer Discussion Internal Analysis	Chapter 3	<u>Pfizer Case</u> Current Event Presentations
Sept 18	Internal Analysis	Chapter 3	Current Event Presentations
Sept 23	Internal Analysis Class discussion: What really drives firm performance?	Chapter 3	<u>Netflix Case</u> Current Event Presentations
Sept 25	Internal Analysis	Chapter 3	Current Event Presentations
Sept 30	Strategy Formulation: Business Level Strategy Class discussion: Business Level Strategies and Trade-offs	Chapter 4	Current Event Presentations
Oct 2	Competitive Rivalry and Dynamics	Chapter 5	Select a problem and outline Current Event Presentations
Oct 7	Maestro Discussion Class discussion: Thinking Ahead a Bit	Chapter 5	<u>Maestro Case</u>
Oct 9	Game Theory & Ethics	Chapter 5	Current Event Presentations
Oct 14	Fall Break - No Class Session		
Oct 16	Exam Review	Chapter 1-5	

Date	Topic and Class Activity	Readings	Assignments
Oct 21	Midterm Exam		
Oct 23	Corporate-Level and International Strategy	Chapter 6	Current Event Presentations
Oct 28	Corporate-Level Strategy Diversification and Vertical Integration	Chapter 6	Current Event Presentations
Oct 30	Mergers, Acquisitions, and Strategic Alliances	Chapter 7	Current Event Presentations
Nov 4	Mergers, Acquisitions, and Strategic Alliances	Chapter 7	
Nov 6	Strategy Implementation: Corporate Governance	Chapter 10	
Nov 11	Veterans Day - No Class Session		
Nov 13	Corporate Governance	Chapter 10	
Nov 18	Corporate Governance	Chapter 10	<u>Sunbeam Case</u>
Nov 20	Corporate Governance	Chapter 10	
Nov 25	Strategic Problem Presentations		
Nov 27	Strategic Problem Presentations		
Dec 2	Strategic Problem Presentations		
Dec 4	Strategic Problem Presentations Exam Review	Chapter 6,7,10	Strategic Problem Paper
Dec 9-14	Finals Week - TBD		

Other Important Dates:

Drop/Add Deadline: August 28, 2024

Course Withdrawal Deadline: November 6, 2024

Complete Withdrawal Deadline: December 6, 2024