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**MANAGEMENT STRATEGY & POLICY**  
**MANAGEMENT 4893 (Section 007, TR 11:00-12:15)**  
**Fall 2008**

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Professor: Dr. Katsuhiko “Katsu” Shimizu  
E-mail: [kshimizu@utsa.edu](mailto:kshimizu@utsa.edu)  
Web: <http://faculty.business.utsa.edu/kshimizu/>  
Office: 4.04.24 BB  
Office Hours: T 12:30-13:00, 17:00-18:30 and by appointment  
Office Phone: 458-5380

**Bachelor of Business Administration Degree Program Goals:**

Students will be able to

1. Use quantitative analysis and quantitative and non-quantitative reasoning to effectively identify and solve business problems.
2. Communicate, orally and in writing, information and ideas pertinent to business decision-making.
3. Use current information technology to support business decision-making.
4. Identify ethical and legal issues in a business context and find alternatives that demonstrate ethical values.
5. Incorporate a global perspective in business decisions.

**Course Implementation of Degree Program Goals:**

1. Quantitative and non-quantitative analysis, decision making and solution of business problems is developed with lectures and student group case work.
2. Students skills in communication are enhanced by oral and written presentation of business cases.
3. Students use current technology to research, prepare, and present cases.
4. Students identify ethical and legal issues in the analysis of businesses cases.
5. Students learn to incorporate a global perspective in text readings, lecture, and case analysis and presentation.

**Course Learning Objectives:**

- Students will be able to formulate and implement policies and strategies as part of a realistic business case study.
- Students will be able to integrate their overall business and individual discipline-related knowledge with the social, political, ethical, technological and international dimensions of managerial decision-making.
- Students develop key skills to critically analyze and evaluate ideas, arguments, and point of view for successful execution of strategy in both domestic and international settings.

To achieve the above objectives, this course is NOT designed like “I talk, you listen.” This course requires students to *think* about and *discuss* various issues about management. Because I am a strong believer that every complex problem is a result of many simple problems, stress will be on to master basic concepts and applying them to various problems. Obviously, the degree to which you learn is highly dependent on your commitment and responsibility.

At the end of this class, I want you to be able to clearly respond to the questions such as “what three things did you learn from the class?”, and use the learning for your career development.

### **Required Course Text (should be obtained from a bookstore)**

1. Hitt, Ireland, & Hoskisson. 2007. Strategic Management (7<sup>th</sup> ed.) Concept – **Paperback**
2. Asahi Breweries (Harvard Business School Case)
3. Customized Case Book (Southwest Airlines, Starbucks, Cyberplay)

This class frequently refers to real-world examples. Subscription of major business journals such as WSJ and Fortune are strongly encouraged.

### **Web Site (<http://faculty.business.utsa.edu/kshimizu/>)**

A study sheet with key topics and issues of each class (including questions for case writing) will be posted on the instructor’s web site at least one day before the class. Review of the class is also posted periodically. Students are encouraged to check the site frequently.

### **Class Preparation**

There are a number of ways to prepare for the class. Here is one way:

- (1) Go to the instructor’s web-site. Print out the study sheet of the day at least one day before the class. If readings other than the text are assigned, also (go to an appropriate database and) print out the assigned readings.
- (2) Take a careful look at the study questions. What are the key objectives of the class?
- (3) Go to the text and the readings. The effective way to utilize the text (Hitt et al.) will be:
  - With key objectives of the class in your mind, read the summary of the assigned chapters.
  - Check the assigned Tables and Figures in the chapters. If you think you understand those Tables and Figures well, you are in a good shape.
  - Read the assigned pages (if any). Make sure you understand the key concepts (defined inside/outside of the main text).
  - If you have some questions and concerns, read the rest of the chapters.
  - If you have still some questions or don’t feel comfortable, bring the questions to the class. Asking questions is very valuable both for your learning and your classmates’!
- (4) Spend ten minutes ~ an hour (depending on the contents of the day) to consider the answers. It is a good idea to jot down your ideas on the sheet. New knowledge and insights can be obtained when your idea is different from others’. You learn most when you are surprised to hear others’ ideas (to be surprised, you must have your own ideas).

## Grading and Assignments

The final class grade will be computed in the following manner:

Weekly Quizzes	25%
Participation	10%
Mid-term Exam	10%
Case Analysis 1	10%
Case Analysis 2	10%
Group Assignments	10%
Group Project	25%
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Total	100%

### Quizzes and Exam

To help you keep asking yourself “what did I learn today,” a quiz is a useful tool. You do not have to memorize all of what was discussed in the class or all of what is written on the text. You do have to think and evaluate “what key ideas I learned today.” Accordingly, quizzes are mainly about your understandings and thoughts on the basic issues we discussed, although key basic concepts can be asked periodically. Thus, you may have multiple-choice type quiz once or twice. Quizzes will be administered every week including the weeks of group presentation.

There will be one comprehensive mid-term exam. The comprehensive exam will focus on basic knowledge students should know as a business major. The exams will consist of multiple choice questions. I will provide one page list of key concepts before the exam.

### Participation

You are responsible for attending the class and participating in discussion so that you can learn and increase understanding. Note that **attendance is pre-requisite for participation**. Thus, just because you attend the class, you don’t necessarily receive a high participation grade (but if you miss many classes, you never receive a high participation grade).

A seating chart will be made during the second week of classes and participation will be graded heavily in the classes of case discussion and group presentation.

Attendance is a pre-requisite of participation and learning. Thus, when you are absent from more than **5 classes, regardless of the reason**, you lose automatically **30%** of your **whole grade** (absence is defined as one when you miss more than 30 minutes of the class and the count starts from the second week). I expect you to regard a class as an important business meeting.

Case Analysis (individual assignment)

You need to submit **two (2)** case analyses individually during this course. I will provide 2 ~ 3 questions in each case. **You are required to prepare for all questions and submit one answer to a particular question that is identified before the class (within the page-limitation).** The answer should be self-explanatory, even though there is some overlap with other questions. It is important to understand that the one-page submission will not be well done unless all the questions were examined. The case should be analyzed utilizing the information the case provides. All case writings should typed, double-spaced, on 8.5 by 11 inch paper with 1 inch margins on all sides with 12-point font size. This is an individual assignment, thus working with others is strictly prohibited.

Group Assignments

As a group (the same group that you work for a group project), you will submit **two (2)** assignments. The assignments are related to your group project and the specific contents will be announced in the class.

Group Project (Presentation 1/4, Paper 3/4)

We will choose five industries and two companies in each industry (e.g., Auto, GM and Ford, can be changed upon request). Each group is in charge of one company and proposes a competitive strategy that will effectively outperform the other company (competitor). Each group is expected to prepare a report, present it to your competitor group and your classmates, and respond to questions. You can choose a firm by first-come first-serve basis starting **Sep 4, 9:00 a.m. in my office**. The groups and assigned firms are finalized by the end of the third week.

Industry	Company 1	Company 2
1. Softdrink	Coke	Pepsi
2. PC	Dell	HP
3. Internet	Google	Microsoft
4. Retail	Walmart	Target
5. Investment Bank	Merrill Lynch	Goldman Sacks

To complete the projects, you need to gather public information from various sources including the home page of the firm, business related journals, and databases available in the library. The amount of information is important and students may want to consult with librarians. However, it is more important to analyze and interpret the information so that you can reach conclusions and recommendations with sound logic. Make sure that you have enough time to analyze and discuss your recommendation with your group members. It will be a good idea to go through major articles first, create preliminary hypotheses, and collect more information as needed.

Arguably, **the most important and difficult part of the group project is to identify the key problems/issues of the company by yourselves.** If you set a wrong problem, you never come up with an effective strategy. The report and presentation are expected to include (1) problem/issue setting, (2) analysis of the company and its competitor, and (3) recommendations and justifications. I am interested in how you *think* about issues facing a particular firm in terms of problem definition, evaluation of the firm's strength and weakness, strategic alternatives, and practical recommendations. I would recommend that you should keep asking "**what is the**

**company’s uniqueness that other companies cannot imitate easily” and “what trade-offs this company needs to accept in pursuing the strategy.”**

The written project should be typed, double-spaced, on 8.5 by 11 inch paper with 1 inch margins on all sides with 12 characters per inch type. This report should not exceed **5 pages including** any exhibits. Additionally, one page list of sources you used for the analysis should be added (thus the total will be six pages). All groups should submit their paper before or on the first day of the presentations, **November 13, regardless the day of the oral presentation.** It should be prepared in a professional manner (but don’t waste your money on glossy covers or folders). **Class participation during the presentation weeks will be graded more heavily than at other times during the semester.**

This is a group project. All the members are expected to present and receive the same grade. However, if all other group members unanimously agree that a particular member’s contribution is significantly low, the member’s grade may be deducted from the original group grade. Other members grade will not change.

To facilitate group work (and discuss any other issues you may have), **each group is required to see me about 15 minutes during the week of October 7.** In other words, each group is expected to get together and discuss about the content of the group paper at least once before the meeting with me. Of course you are welcome to come and talk, either individually or as a group, during my office hours and/or with appointment before/after this mandatory meeting.

### **Grading Concerns**

If you have a question about your grade on assignments, please see me within seven calendar days from the day you receive the grade. After seven calendar days, no questions will be considered about grading (questions about contents are always welcome). Although errors in grading do occur, they are relatively rare.

### **Make-up and Late Policy**

Make-up quizzes and exams will be administered only in an emergency situation with well-documented excuses. This policy will be strictly enforced. Failure to comply with these requirements will result in a quiz grade or an exam grade of zero. It is the responsibility of students to explore the possibility of a make-up exam. The right to have the make-up quiz will expire if you do not take the make-up before the next class.

Late assignments (i.e., when turned in after the class of the due date) will be penalized at least 25%.

### **Academic Honesty**

Scholastic dishonesty, including plagiarism, will be treated as a violation of University policies on academic honesty. Appropriate sanctions will be pursued vigorously.

**Students with Disabilities**

If you feel you are entitled to special accommodation because of a disability, please see me or contact the Disabilities Service.

**The instructor reserves the right to change this syllabus to maximize the learning of students.**

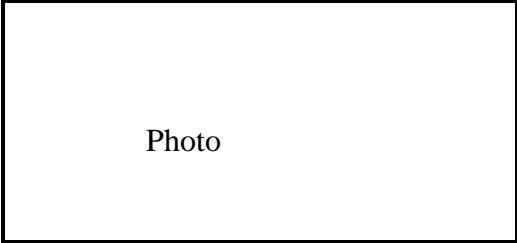
**Course Outline** (Tentative and subject to change)

It is always important to fully understand the summary of each chapter. When assigned pagers include “strategic focus” (SF), skim it unless otherwise instructed.

	Date	Day	Topic	Assignment	Figure/Table
1	Aug, 28	R	Introduction		
2	Sep, 2	T	Strategic management “McDonald’s strikes out with grownups”	Ch.1, p4-6, 15-19 Fortune, 11/11/1996*	F1.2, 1.3, 1.4
3	Sep, 4	R	The external environment	<b>(Group forming starts)</b> Ch.2 , p51-61	T2.1, F2.3 Handout
4	Sep, 9	T	The internal environment	Ch.3, p77-93	T3.4, F3.3
5	Sep, 11	R	Case (Southwest Airlines)		
6	Sep, 16	T	Strategy and competitive advantage	Ch.4 p112-117, 120-124 Ch.5 p.147-149	T4.1 F4.2, 4.3, 4.4
7	Sep, 18	R	Corporate-level Strategy	Ch.6 168-169, 173-179	T6.1
8	Sep, 23	T	Organizational structure Culture and leadership	Ch.10 p.302-306, 308-319 Ch.11 p.339-344 Ch.12 p.389-390	F11.1 Handout
9	Sep, 25	R	<b>Group Assignment 1</b>	TBA	
10	Sep, 30	T	International Strategy	Ch.8 p.231-241	F8.1, 8.2, 8.3 T8.1
11	Oct, 2	R	Case (Starbucks)		
12	Oct, 7	T	Case (Cyberplay)	<b>Case Analysis 1</b>	
13	Oct, 9	R	Acquisitions and restructuring strategies, Cooperative strategy	Ch.7 p.199-214 Ch.9 p.269-271, 287-290	F7.1 F9.4, T8.1
14	Oct, 14	T	Group Work		
15	Oct, 16	R	<b>Mid-term</b>		
16	Oct, 21	T	Guest Speaker		
17	Oct, 23	R	<b>Group Assignment 2</b>	Can you say what your strategy is? (HBR 2008/4)	
18	Oct, 28	T	“Facebook CEO seeks help as site suffers growing pains”	WSJ, 3/5/2008*	
19	Oct, 30	R	Strategy Implementation	TBA	
20	Nov, 4	T	Case (Asahi Breweries)	<b>Case Analysis 2</b>	
21	Nov, 6	R	Group Project/Presentation		
22	Nov, 11	T	Group Work		
23	Nov, 13	R	Group Presentation (Industry 1)	<b>Group paper due</b>	
24	Nov, 18	T	Group Presentation (Industry 2)		
25	Nov, 20	R	Group Presentation (Industry 3)		
26	Nov, 25	T	Group Presentation (Industry 4)		
	Nov, 27	R	Thanks Giving Break		
27	Dec, 2	T	Group Presentation (Industry 5)		
28	Dec, 4	R	Wrap-up		

\*You should obtain the article using ABI/inform and Business Source Complete (on-line databases).

Please turn in the card with your photo on it in the next class.

	Full Name	_____
	Name you want to be called	_____
	Major	_____
	ID (last 4 digits)	_____
	E-mail address	_____
	Learning objective(s)	_____
	Others (e.g., your uniqueness, interests, areas you look for a job)	_____