

NORTHEASTERN UNIVERSITY

College of Business Administration

MGT 3860: Strategic Management

Spring 2003, Burlington, Th 5-9p.m.

Professor: Andrew Watson, Hayden Hall 319H

Office Hours: TuTh 1-2p.m, and by appointment

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It may be necessary to make changes to the syllabus. It is my responsibility to let you know what they are, and yours to keep track of them (even if you are absent from a class meeting in which they are announced). I will announce such changes via the online syllabus, as well as in class meetings.

Northeastern University's Academic Honesty and Integrity policy applies to this course, and will be enforced if necessary.

Overview and Objectives

This capstone course will concentrate on the dynamics of the total organization in its environment. Students will examine such topics as industry structure and dynamics, and development of a systematic view of global competition. Strategic management will render better understanding of the responsibilities of the chief executive and strategic management systems, so that students are able to assess the business and organizational situation and consider appropriate implementation of continuous improvement.

On successful completion of this course, you will be able to:

- Describe the key concepts of strategic management.
- Use these concepts, together with concepts from functionally specialized courses, to analyze problems faced by general managers.
- Clearly present your analysis, verbally and in writing.

Books

Custom case book. Available from the Burlington campus bookstore.

De Kluyver, C. A, & Pearce, J. A. 2003. *Strategy: A view from the top*. 2nd edition. Prentice-Hall. Available from the Burlington campus bookstore.

Schedule

Date	Due from you	In class
Mar 27		Introduction to Strategy (Chapter 1 of the text) Articles for discussion will be handed out in class
Apr 3		The external environment (Ch. 2) Will disruptive innovations cure health care? Peapod Competition in the global wine industry
Apr 10		Internal resources (Ch. 3) Robert Mondavi Nucor What makes great boards great?
Apr 17		Business strategy (Ch. 4, 5) NextCard (to be distributed) Handspring Why business models matter
Apr 24		Corporate strategy (Ch. 6, 7) What's your strategy for managing knowledge? PFS HBSP
May 1	Proposal for final assignment (on web site)	International (Ch. 8) TRU J Pokémon (to be distributed) Article (to be decided and distributed)
May 8	Written analysis of Nypro case	Co-opetition (handout) Nypro (to be distributed) Bitter Competition
May 15		Implementation (Ch. 9) Moss Adams 3M Catalytic mechanisms
May 22		Control (in Ch. 9) A Consultant's Comeuppance Balanced Scorecard as Strategic Management New Profit
May 29		Schwab Strategy as simple rules Concluding remarks
Jun 5	Final assignment	Presentations

Assignments

Assignment	%age of grade
Class participation	33
Written case analysis	34
Group project	33

There is more to **class participation** than mere attendance. Punctuality, preparation, and, of course, active participation are also vital. So is turning off cellphones, etc. during class.

Note that preparation is required for almost every class meeting. In particular, when I assign a case, I expect to be able to call upon any student with questions such as the following. What are the main issues in this case? Who are the key decision-makers? What are the key strengths of the organization? What are the key threats facing the organization? What alternatives are available to the organization? Which of these would you recommend, and why? How should your recommendation be implemented? (This is a list of rather general sample questions; the list would differ from case to case.)

When I assign an article, the standard questions I am likely to ask include the following. How does this article relate to concepts, cases, and articles you have encountered previously? How convincing is it? How fresh is it? I do not require that you read chapters of the textbook prior to the class meeting in which we cover them.

The **written case analysis** should be no more than four double-spaced pages, plus exhibits (plus a cover page if you use a separate one. Hence an analysis with a cover page, four pages of double-spaced text, and two pages of exhibits would comprise seven pages in all). As well as being concise, it should be clear and thoughtful. I suggest that you structure your analysis as follows: Introduction; SWOT analysis; discussion of alternatives; recommendation; suggestions for implementation.

The **group project** will focus on a specific firm within its industry context. It will be communicated in two ways: in writing and by presentation. There is no upper page limit for the written version, but it will probably be possible to do a good job in ten double-spaced pages (not including any exhibits or cover sheets). The paper might comprise the following sections: introduction; industry analysis; firm analysis; conclusion. The first and last sections would be shorter than the two central sections.

The presentation should take fifteen to twenty minutes, not including the question and answer session that will follow.

A short proposal is due from each group about a month before the paper and presentation are due. The proposal should specify: who is in the group—I suggest four as the ideal size, although it is up to you; the firm; the industry; and the sources on which you intend to draw.

Web Site

The **web syllabus** is a Blackboard site. It is the home site for this course, and provides links to other relevant sites and pages. You can access it via:

<http://blackboard.neu.edu> (note the lack of “www” in this URL).