

UNIVERSITY OF NEVADA LAS VEGAS

Management Department

MBA 787 Strategic Management

Course Description and Objectives

Strategic management deals with ways firms build and sustain superior competitive positions and achieve long-term profitability. This course develops an integrated view of the firm that encompasses functional areas such as operations, marketing, accounting, and finance. This course will equip you with new concepts and framework needed to be a successful corporate manager.

Course Prerequisite

Admitted to the MBA program. This course is taken in the student's final year.

Course Materials

- Cases. available on the WebCampus. No purchase necessary.
- Textbook. No textbook is required.
- WebCam.- WebCam or PC/Laptop with Camera is required to take quiz online.

Course Requirements

At the beginning of the semester, students are expected to introduce themselves, take a practice quiz and conduct an informal team meeting. These activities are expected to be completed early in the semester and each activity is 10 pts.

Case Discussion (team + individual)

You will work in groups to discuss and present answers to case questions. In each case, 4- 5 questions will be assigned. The student team will record the case discussion using Web-conferencing Apps (e.g., WebEx, Zoom, etc.) and upload the video on the WebCampus (only 1 submission per team). Expect to spend more than 20 min per each case.

The quality of discussion will be evaluated, and scores will be given to "individual student" according to his or her degree of participation in the discussion. It is strongly recommended to review a case lecture (PPT slide) before discussing the case.

Case Analysis Assignment (Individual Written Assignment)

Each student should write about 2-page (12 font, single spaced) analysis for Case(3) Nordstrom. Students can write answers for assigned questions in essay form.

Quiz (individual)

4 individual quizzes will be given. This test is limited open-book online test via WebCampus, using Lockdown Browser and Respondus Monitor. Quiz will cover topic areas and cases discussed in class. Using unlimited note and printout is allowed, but using other devices with connectivity (e.g., extra PC, Laptop or Smartphone) is prohibited to “prevent working with other students”. There will be 30 multiple-choice questions in each quiz. PC or laptop “with Webcam” is required to take the quiz.

Company Strategic Analysis (team)

Each team will present a strategic analysis of "a publicly-traded" (for easy data availability) company of your choice. It is encouraged that students choose a company that is facing key strategic issues or is dealing with some strategic changes. You can imagine yourselves as the company’s top management team or as a team of consultants. You will conduct an in-depth study of the firm, and analyze its external and internal environments, identify the firm’s strategic options, and come up with a set of detailed "recommendations" to improve firm’s long-term performance.

Two required presentations

- Kick-off Presentation: A five-minute presentation to introduce your target company and strategic issue
- Final Presentation (Each presentation will last about 25 min. and a deliverable is 25 pages (or more) PPT Slides. No separate written report is required.

Presentation Peer Reviews (individual)

Each student should review other team’s strategic company analysis presentations and submit a short writing assignment (1-2 pages) including comments and questions. All team’s presentations will be shared via Google Drive.

Final Exam (individual)

The final exam (5 short essay questions) will be open book, online test via WebCampus. Students should submit answers in MS word file. Plagiarism will be checked

Course Schedule

| Module | Topics | Activities & Assignment Due |
|--------|----------------------------------|---|
| | Course overview | WebEx Meeting (required) Activity assignment |
| 1 | Concept of Strategy | |
| | Corporate Social Responsibility | |
| | <i>Case (1) Ethical Dilemmas</i> | |
| | Corporate Governance | |
| | <i>President’s Day recess</i> | Case(1), Quiz(1) |

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|---|---|-----------------------------------|------------------------------------|
| 2 | <i>Case (2) Gravity Payments</i> | | |
| | Industry Analysis | | |
| | <i>Case (3) Nordstrom (individual written assignment)</i> | | |
| | Resources and Capabilities, Strategy Paradigms | | Case (2), Quiz (2) |
| | Kick-off Presentation (Company Strategic Analysis) | Kick-Off Presentation | |
| | | Case(3) Written Assignment | |
| | Spring Break | | |
| 3 | Business-level strategy | | |
| | <i>Case (4) Macy's</i> | | |
| | Corporate-level strategy | | |
| | <i>Case (5) Amazon</i> | | Case (4) & (5), Quiz(3) |
| 4 | M&A and Cooperative Strategy | | |
| | <i>Case (6) Las Vegas Sands Corp</i> | | |
| | Global strategy | | |
| | <i>Case (7) Netflix</i> | | Case (6) & (7), Quiz(4) |
| 5 | <i>Project Working Day</i> | | |
| | Project Presentation | | |
| | | | Presentation |
| | Presentation Review, Peer Review Final Exam | | Review & Final Exam: |

Grading

Below is the weighting of the components of the course grade and points to letter grades.

| Evaluation Item | Points |
|-----------------------------------|------------------------|
| Activity Assignment | 30 |
| - Introduce yourself | 10 |
| - Practice quiz | 10 |
| - Informal team meeting | 10 |
| Case Analysis | 120 |
| - Case Discussion | 15 pts each × 6 = 90 |
| - Case Written Assignment | 30 |
| Quiz | 600 |
| | 150 pts each × 4 = 600 |
| Company Strategic Analysis | 200 |
| - Kick-off Presentation | 20 |
| - Final Presentation | 160 |
| - Presentation Review | 20 |
| Final Exam | 80 |
| Total | 1,000 |

Note: I take peer evaluations very seriously - they may result in lower or higher grades by adjusting your score related to your team activities.

Grading Scale

Below is the weighting of the components of the course grade and points to letter grades.

Course pts. to letter grade equivalents

950 – 1000 = A

900 – 949 = A-

870 – 899 = B+

840 – 869 = B

800 – 839 = B-

770 – 799 = C+

740 – 769 = C

700 – 739 = C-

670 – 699 = D+

640 – 669 = D

600 – 639 = D-

0 – 639 = F

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