

University of Massachusetts Lowell  
Manning School of Management

66.490 Strategic Management

Sections 211 and 212

Tuesday & Thursday 2:00 to 3:15 PM and 3:30 PM to 4:45 PM – Pasteur 408

Dr. Mark H. Mortensen

Version 01 – 20 January 2014

**Catalog Description:** Strategic Management: An integration of knowledge in the various functional areas of management toward solutions of problems affecting the character and success of the total enterprise. The course explores corporate strategy and its implementation via appropriate policies.

**Place in Curriculum:** required of all fourth year students in the College of Management. Prerequisites: 61.301, 62.301, 63.301, 63.371, and 66.301 and senior status and a filed intent to graduate.

**Strategic Management:**

- Strategic management examines how actions and events involving top executives, firms, and industries influence a firm's success or failure. (Ketchen & Short)
- Strategic Management is that set of managerial decisions and actions that determines the long-run performance of a corporation. (Wheelan & Hunger)
- Strategic Management encompasses both the strategic planning process and the implementation of the resulting strategic plan to maximize the probability of accomplishing the company's objectives. It is what CEOs do (or should be doing) 100% of their time in running their companies. (Stanley Abraham)
- Strategic Management consists of competitive moves and business approaches to produce successful performance. It is a management's plan to (1) run the business (2) strengthen the firm's competitive position (3) satisfy customers and (4) achieve performance targets. (Thompson & Strickland)
- Strategic Management is deciding which opportunities to look for and follow – and what not to follow – and preparing the organization to move in that direction day-to-day. It is mostly about "doing the right thing" while much of the rest of management is "doing things right." (Mortensen)

Page 1 of 4

**Course Objectives:**

- Understand the job of the president and upper-level managers of a company,
- Learn the prevailing strategic management terminology, concepts and theories so as to be able to understand and converse with others about the strategic directions of a company,
- Understand corporate governance and how it influences strategic management of a company, and how it profoundly affects its future success,
- Learn how to take part in a strategic analysis as you identify central issues and courses of action in a framework you can convey to others in a compelling way,
- Be able to apply concepts learned in earlier courses in marketing, accounting, finance, management, production, and information systems towards achieving a set of corporate goals,
- Be able to include the impacts of a globalized economy, shifting demographics, and the concept of sustainability in your strategic thinking,
- Begin to acquire the ability to recognize a good strategist and a good strategy, both quantitatively and qualitatively,
- Improve your research capabilities to gather and interpret publically available data, turning it into understanding of the market and social forces to which businesses must constantly adapt.

**Class Policies:**

**Attendance:** I request, and expect, the students to attend class and to be there on time. I expect no more than three absences during the semester – more than that will result in an automatic failure of the course.

**Dates for no Classes:** Besides teaching here at UML, I am also a research analyst for a telecommunications research and consulting firm. Several industry meetings will require my on-site attendance. On these days, we will not have class, but I still may assign homework or have a guest speaker. The days I already know about are shown in the syllabus – there may be others, as the term progresses.

**Academic Honesty:** The University and your College expect high standards of ethical and moral conduct. Except on group projects, I expect you to prepare and present your own original work. The penalty for plagiarism or any other form of cheating will be failure of the course. Review the University's statement of Academic Honesty/Plagiarism in the University Code of Academic Behavior as set forth in the *Bulletin of Undergraduate Studies*.

**Course Etiquette:** I expect each and every participant to be involved in the class, respect the views of others, and share and support their views with the rest of the class.

**Late Work:** Late work will have its grade reduced by one grade point for each 24 hours it is late.

Page 2 of 4

**Course Requirements:**

1. **Text Book:** Ketchun and Short, *Mastering Strategic Management*, eISBN: 978-1-4533-3238-2. Available in several forms at various prices: on-line reader, iOS, Android, pdf, or physical copy (B&W or color). This is an e-book that you download in PDF form or, even cheaper, can only view online. Both Section 211 (2:00-3:15) and Section 212 (3:30-4:45) will use the book:  
<https://students.flatworldknowledge.com/course/1538233>
2. **Harvard Business School Readings:** We will be using a selection of case studies. These reports are selected for your Case Study analysis and supplemental reading:  
published by Harvard Business Online. The URL  
<https://cb.hbsp.harvard.edu/cbmp/access/23429025>  
will provide you with a list of required materials for use in this course.  
All four will cost you about \$20.  
Apple's Core  
Apple Inc., 2010  
Starbucks Coffee Company in the 21<sup>st</sup> Century  
Dunkin' Donuts: Growth Strategy  
Harley Davidson
3. **Class Preparation:** You are expected to arrive at class fully prepared to discuss the material assigned for that day. *Note that 10% of your grade comes from individual class participation and 15% from group work based on the class preparation material. You have to come to class, and you have to be ready.*
4. **Assignments and Examinations:**
  - a. Group Work Shops: Each student has been assigned to a group for in-class workshops and out-of-class group work.
  - b. Assigned cases: Students are responsible for individually providing a case analysis for mini cases provided to students during the session. The assignments are to be submitted via email as attachments. One or two students may be asked to present their assignments in the class.
  - c. One in-class quiz (closed book) at mid-term and one take-home exam (open book) towards the end of the semester.
  - d. Students are expected to prepare for and participate in class discussions
5. **Turning in Assignments:** Any assignment should be turned in as an e-mail attachment to me at [Mark\\_Mortensen@uml.edu](mailto:Mark_Mortensen@uml.edu). I only occasionally check my mailbox in the adjunct room and my work flow barely accommodates paper.  
-----HARD COPIES DO NOT COUNT!-----  
The only exceptions are any in-class workshop output, the in-class quiz and the take-home test – those you will be turning in in hard copy form.

Page 3 of 4

**Evaluation:**

1. Individual Assignments: Assignments are 1.5% each, except for #5 and #7 that are 6% each (30% total)
2. Group work: (15%)
3. Mid-term Quiz (20%)
4. Take-home Examination: (25%)
5. Attendance and overall participation in discussions – especially case studies (10%)

*If you wish to propose a different set of point values for the various parts of the course for yourself, please get in touch with me before 14 February 2013. I am open to different percentages on an individual basis. Stay tuned for later information on this offer.*

**Your Instructor:** Dr. Mark H Mortensen  
<http://www.linkedin.com/in/markmortensen>

**Office:** No on-campus office

**Telephone:** 603-759-3507 (mobile)

**Email:** [Mark\\_Mortensen@uml.edu](mailto:Mark_Mortensen@uml.edu) (preferred method of communication)

**Skype:** MarkHMortensen

**Office Hours:** No Office Hours on Campus

Virtual Office Hours online Monday and Wednesday 9:00 to 11:00  
or e-mail or mobile phone almost any time.

**Charts and Supplementary Materials** will be posted on my Faculty Wiki at:  
<http://mark-mortensen.wiki.uml.edu/>

**Class Schedule:**

Section 211  
Tuesdays and Thursdays 2:00 PM to 3:15 PM – Pasteur 408  
Section 212  
Tuesdays and Thursdays 3:30 PM to 4:45 PM – Pasteur 408

**Schedule:** See Schedule sheet on Wiki

**NOTE:** There will be some shifting in what we cover in which week. The schedule will be re-released if changed.

Page 4 of 4