MGBU 4441 - STRATEGY
2017 SUMMER SESSION II: JULY 5-AUGUST 8
Tuesday, Wednesday, Thursday (6 - 9 pm) - Rose Hill

Fordham University
Gabelli School of Business

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COURSE DESCRIPTION

MGBU 4441 - Strategy (Core Course) (3 Credits)

This integrated course brings together the student’s previous study of the functional areas of business. The course focuses on the activities of the chief executive's top management group in defining the objectives and goals of the organization and in developing programs for the achievement of those goals. Major attention is devoted to the sophisticated contemplative action of top-level decision makers. Completion of business core. Open to seniors only or with Dean's approval.

EXPECTED STUDENT OUTCOMES

1. To present to the students an overview of the various concepts and activities fundamental to the development of business policy and strategic management.

2. To assist the students in the development of strategic management skills.

3. To provide the students with an opportunity to examine one issue in strategic management or one current corporate strategy in substantial detail.

4. To provide class participants with an opportunity to learn from others in the class through the sharing of experiences and research.

REQUIRED TEXTS

Cases in Business Policy
Harvard Business School Publishing, Boston, MA (available at Fordham Bookstore)


ADDITIONAL CLASS RESOURCES: New York Times
Wall Street Journal
Harvard Business Review
Fortune
Business Week
Other related sites
CLASS SCHEDULE

Introduction to Business Policy and Course Orientation.
An overview of the basic principles of strategic management as an approach to the determination of business policy will be presented.

A model for strategy formulation and strategy implementation will be presented and discussed and case study analysis will be introduced.

Developing your personal strategic plan (career life planning)

Mini case study highlights - Starbucks, Wal-Mart Stores, Inc. and Outback and a Guide to Strategic Planning for Nonprofit Organizations

Mid Quiz (20 points)

Case Study Discussion - Callaway Golf Company

Case Study Discussion - Starbucks

Case Study Discussion - JetBlue Airways Corporation

Case Study Discussion - Wal-Mart Stores, Inc.

Case Study Discussion - Coca-Cola versus Pepsi and the Soft Drink Industry

Managing Time and a System of Managing for Results

Defining and Writing Valid Objectives, Assigning Responsibilities and Developing Standards of Performance

Managing the Expectations Contract and Performance Appraisal

Managing Change - Dashman Case

All Team Papers Due

FINAL Examination
COURSE REQUIREMENTS AND GRADING

1. Timely completion of the handouts and case studies provided for class discussion. Class participation in discussion will account for 10% of the final grade and midterm quiz will account for 20% of final grade.

2. The final examination will account for 30% of the final course grade.

3. Team presentations will account for 20% of the final course grade and a final written team project presentation will account for 20% of the final course grade.

TEAM PRESENTATION AND FINAL TEAM PROJECT

Each presenter should prepare a ten (10) minute presentation on the topic he or she is assigned. An outline should be prepared for all class members. Visual aids may be used and any special visual aid requirements should be discussed with the instructor one class session before the scheduled presentation. Time in presentations will be carefully noted and presentations that take more than 15 minutes will have points removed. Plan your presentations carefully.

Presentations will be evaluated on:
1. Accuracy of the research upon which the presentation is based.
2. Relevancy of the examples used to illustrate the subject being discussed
3. General quality of the presentation. A period of 20 minutes will be devoted to discussing the presentation by the entire class.

All final written term projects based on these assigned topics should:
1. Survey the latest scholarly research on your topic.
2. Survey the latest applied publications on your topic.
3. Present some current recommendations based on your research and the knowledge you have acquired.

NOTE:

All students not participating in a team report are to come to class with a short report of about 500 words for the case under discussion. These reports should focus on three general questions: (1) What is the strategy of this company? (2) Based on an analysis of the environment and the company's strengths and weaknesses, is it a sound strategy? And, (3) What recommendations for changed strategy, if any, would you make to the president of the company?
Strategy Formulation

When developing your Analysis of an organization’s strategy whether it is for a class presentation, a final paper, or an actual business assignment, please follow the format below beginning with an assessment of the firm’s economic environment and its likely evolution.

This format should be followed because the organization’s Business Strategy depends on its competitive situation and the economic drivers that rule its environment over time.

These are what will determine both its organizational structure and competitive orientation.

These will also indicate its core competencies – those things the organization does well compared to its competitors across a range of activities and businesses, that add value for customers, and that create dynamic competitive barriers to any easy or low cost emulation.

It is therefore important to continually separate how a product is used or developed from how one manages the company and pursues its business strategy in an industry and related industries in terms of organization and relations to customers and suppliers.

This analytical separation is particularly important for technology companies where the technology the company is producing can be easily confused with the technology strategies and resources it is actually using to achieve its business goals.

There are three important aspects to developing a strategy:

1) Assessing the dynamic economic and competitive environment including key drivers

2) Developing an organization to formulate and implement an appropriate strategy over time

3) Constantly improving the ability of the organization to evolve the strategy in ways that enhance core competencies and therefore by definition improve value (revenues) while building barriers to entry or emulation.

So strategy formulation necessitates having an organization that understands its business economics, the technologies directly related to that, and the developments that might impact them. It takes awhile to develop such personnel and it is important to retain them.

The analytical approach in this course follows the same format. We begin with learning to understand strategy and to formulate strategies in different industries with different economics and technologies. Within the industry there may also be segments with different growth rates, regulations or other characteristics. These may be driven by national differences, by different demographics, or by other important criteria. Whatever the driving forces are they must be understood in terms of how they are evolving, how they are affecting customers, suppliers and the firm (organization), and how they are measured (metrics). From this one can develop a dynamic strategy that addresses the important considerations but also guides the firm in minimizing the resources devoted to aspects that are not relevant or less important. That is a good strategy should act as a decision sieve or selector. It should also enable one to segment the value chain, which is critical from a strategy and organization perspective, as well as to measure the results.
Some of the important business issues that are likely to face any firm or institution will include international considerations related to competitors, customers, suppliers, government regulations, taxes, FDI, and foreign exchange. Indeed, by collapsing and facilitating global communications, recent and evolving IT technology and infrastructure developments have made international or global business considerations an even more important aspect of business strategy and organization.

So a good business strategist is usually an effective implementer of the firm’s business strategy globally. Therefore the strategist must understand its own business and competitive position including its industry’s evolving technology in a worldwide context. This implies an excellent understanding and appreciation of how related industries such as customers or suppliers are developing globally and how these developments may impact the industry and the firm (organization).

This is why after looking at how firms develop strategy and supporting organizational structures, the class examined some of the trends in related industries and the strategies used by some of the major firms driving these developments. Understanding these issues gives a much better appreciation of how leading strategists are improving their existing strategies, how they are positioning themselves to benefit from likely future developments, and why in some cases they develop their own proprietary technologies or other initiatives.

While not comprehensive and varying by industry and firm, some questions any strategic analysis needs to answer as it proceeds are: when does cost minimization to achieve a certain functionality make sense and when does it entail a high degree of risk? Are certain trends converging and what are the implications for different businesses? When does it make sense for an organization to outsource? Where is value best captured? When are there first mover advantages and how do you keep them? What is the role of Intellectual Property Rights (IPR) in a long-term strategy? (The need to create competitive barriers makes the last three questions strategically critical!)

When does change have strategic implications for an industry? For example, has the power balance shifted between suppliers and customers? How do current supply availabilities and their likely development limit a user’s strategy? What is the appropriate timing and cost for introducing improvements at different points in the value chain? Are there relevant product life cycles? Are there product as well as industry/organization strategy issues? When is it most appropriate to develop one’s own new and/or proprietary product or service? How does one best protect it? How does one train or educate an organization to develop and use strategically complementary products or services? Are there decision points for developing, pursuing or abandoning new projects? What happens when intellectual property protection expires, is not available or is not enforced in an important market segment?

More currently, how is the evolution of the Internet, e-commerce and m-commerce going to affect a particular industry and its participants? What are the different implications for C2C (e.g. E-bay), B2C (e.g. Amazon or Barnes & Noble), and B2B (American Hospital Supply or GE) business models within an industry? Does an organization have to be a producer and/or have a physical infrastructure plus a dominant IT intermediary channel to really control a particular Internet, e- or m-commerce channel?
PATRICK J. MONTANA

Patrick J. Montana, Ph.D., is a Professor Emeritus of Management from Hofstra University's Frank G. Zarb School of Business in New York and former President of the National Center for Career Life Planning of the American Management Associations.

Dr. Montana's background includes experience as former President of the Professional Institute of the American Management Associations which offered management training and education to all nonprofit markets and the public sector. He also served as a Presidential Interchange Executive assigned to the United States Department of Labor, Washington, DC, where he earned the Secretary of Labor's Recognition Award for "Outstanding Work in Career Development and Pioneering Work in Career Counseling." Prior to this assignment he served as a Vice President and Director of Strategic Planning and Human Resource Development for the Sperry and Hutchinson Company in New York.

Dr. Montana has lectured and consulted widely in the fields of management and marketing and conducted retirement planning programs for numerous organizations including IBM, AT&T, General Motors, Becton Dickinson and M&M Mars, among others.

Internationally, he has taught management and marketing to senior executives at the University of Waterloo in Canada as well as in Italy, Egypt, Greece and China.

In the golfing industry, Dr. Montana served as Head Golf Professional for the Cortlandt and Yorktown Golf Learning Centers and Club Fit in Westchester County, New York, and teaches golf and management courses as Adjunct Professor at Fordham University in New York and at Florida Gulf Coast University in Fort Myers where he currently resides. He is an Advisory Board Member of the United States Golf Teachers Federation, a Certified Master Golf Teaching Professional and former National Course Director of the U.S. Golf Managers Association.

Dr. Montana is the author of 30 books and numerous articles in management, marketing and career life planning. His latest book entitled, Conquering the Course: Managing For Results in Business and Golf, is available on Amazon.com. His text entitled, Management, published by Barron’s Educational Series (New York) is going into its Fifth Edition.