

PMBA 544 - Strategic Management Appendix

Course Objectives

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Upon successful completion of our BA544 course, you will be able to:

- Conduct Industry Analysis
 - Apply the Structure-Strategy-Performance Paradigm
 - Apply the 5-Forces Model
- Conduct Business-Level Strategic Analysis
 - Apply the VRIO(N) Framework
 - Consider the Advantages and Disadvantages of the (i) the Price System; (ii) Short-Term Contracts; (iii) Long-Term Contracts; (iv) Franchising; (v) Equity Joint Ventures; and (vi) Vertical Integration
 - Consider Generic Strategies (e.g., Cost Leadership and Product Differentiation)
 - Consider Various Business Models for Monetizing the Strategy
- Analyze an Enterprise's Corporate-Level Strategy
 - Apply the BCG Matrix for Corporate Portfolio Decisions
 - Consider Various Diversification, Alliance, and Divestment Strategies
- Provide an Enterprise's Global-Level Strategic Analysis
 - Apply the Integration-Responsiveness Framework
 - Consider the Advantages and Disadvantages of initiating a Global Strategy Move
- Analyze Investment Decision-Making Under Uncertainty
 - Conduct a Pro-forma (Discounted) Cash Flow Analysis
 - Apply the Real-Options Approach
 - Consider Strategically Managing in the Context of Disruptive Technologies
- Apply the Problem-Formulation-Problem Solving Approach
 - Use Various Analytical Frameworks to Address Business Problems
 - Apply to Individual Case Assignments
 - Consider both Problem Formulation and Implementation
 - Consider Decision-Making Biases, and how to Mitigate their Effects

Textbook and Course Materials

Course Readings and Case Packet (Required)

Readings

- See Main Syllabus

Lectures

- See Main Syllabus

Cases

- See Main Syllabus
- NB: Cases are self-contained, and you will not need any additional data to complete a case write-up. It will be considered a breach of the honor code if you use previous write-ups to aid you --- this includes information from the internet or previous years' classes, so you should not source any external factual information whatsoever in completing your assignment.

Evaluation and Grading

Absences

- See Main Syllabus

Computer Usage Policy

- See Main Syllabus for Social Contract
- NB: The MBA Program has established a screen-free policy for our classroom; computer, tablet, and cell phone use is prohibited. Device use in the classroom has been linked to lower academic performance by college students:

<https://www.insidehighered.com/news/2016/05/13/allowing-devices-classroom-hurts-academic-performance-study-finds>

There is also benefit from taking notes by hand versus using a digital device. Multitasking, by the way, is a myth. Attention is limited and cannot be shared to the point where both activities are performed to the best of your ability. Instead of multitasking, students tend to task switch. You are unable to share your attention between tasks.

<http://www.npr.org/2016/04/17/474525392/attention-students-put-your-laptops-away>

Grading

- See Main Syllabus

PMBA 544 Class Schedule

- See Main Syllabus

Request for Special Accommodation

We are committed to providing a learning environment where our students can succeed. If you require special accommodations, please contact us and the Disability Resources and Educational Services (DRES) as soon as possible. To contact DRES, you may visit 1207 S. Oak Street, Champaign, call 217.333.4603, or email disability@illinois.edu

We will try to meet all accommodations once the process has started. Please note accommodations are not retroactive to the beginning of the semester, but begin the day you contact your professor with a current letter of accommodation from DRES.

Collaboration Policy

All individual written case summaries are to be treated as individual assignments. Even when working on case analyses in groups, it is important to read and do some analysis on your own before the meeting. Remember your write up should be your own work. Any material that is deemed not to be your original material will receive a grade of zero. Do not use case memos provided by other current or past students or any case memos found online as the basis for your own memo. This is a form of plagiarism and is a violation of the student honor code.

In addition to cases, this policy applies to all individual assignments. Even though you may discuss material with your colleagues prior, the final assignment must be your own written work completed without outside assistance.

Building Emergency Action Plan (BEAP)

The **BEAP** has two basic options:

- 1) **The GET OUT Option:** Get out of the classroom and go to the primary evacuation location listed below unless it is not feasible to go there, in which case you would go to the secondary location listed below.
 - a) The primary evacuation location for BIF is 100 Huff Hall (Main Gym) and the secondary is the Law Building Pederson Pavilion.
 - b) The primary evacuation location for Wohlers Hall is the Deloitte Auditorium (1001 BIF) and the secondary is the Law Building Pederson Pavilion.
- 2) **The STAY INSIDE Option:** Stay in the classroom if the situation requires shelter or if it is not safe to leave your space. In case of tornados, the basement of Wohlers is the nearest tornado shelter.

Both options are dependent upon the situation, which you should follow, if safe to do so.

Run > Hide > Fight

Emergencies can happen anywhere and at any time. It is important that we take a minute to prepare for a situation in which our safety or even our lives could depend on our ability to react quickly. When we're faced with almost any kind of emergency – like severe weather or if someone is trying to hurt you – we have three options: Run, hide or fight.



Run

Leaving the area quickly is the best option if it is safe to do so.

- ▶ Take time now to learn the different ways to leave your building.
- ▶ Leave personal items behind.
- ▶ Assist those who need help, but consider whether doing so puts yourself at risk.
- ▶ Alert authorities of the emergency when it is safe to do so.



Hide

When you can't or don't want to run, take shelter indoors.

- ▶ Take time now to learn different ways to seek shelter in your building.
- ▶ If severe weather is imminent, go to the nearest indoor storm refuge area.
- ▶ If someone is trying to hurt you and you can't evacuate, get to a place where you can't be seen, lock or barricade your area if possible, silence your phone, don't make any noise and don't come out until you receive an Illini-Alert indicating it is safe to do so.



Fight

As a last resort, you may need to fight to increase your chances of survival.

- ▶ Think about what kind of common items are in your area which you can use to defend yourself.
- ▶ Team up with others to fight if the situation allows.
- ▶ Mentally prepare yourself – you may be in a fight for your life.

Please be aware of people with disabilities who may need additional assistance in emergency situations.

Campus Policy: Violations of Academic Integrity

At the University of Illinois, we hold ourselves to the highest standards of Academic Integrity. We believe this is essential to the success of our PMBA Program in its mission to educate and train our students. In addition, maintaining high standards of academic integrity provides a foundation for responsible conduct in our students' lives after graduation. The following acts have been listed in the Student Honor code as violations of academic integrity.

Part 4. Academic Integrity: 1-402 Infractions of Academic Integrity

(a) *Cheating*. No student shall use or attempt to use in any academic exercise: materials, information, study aids, or electronic data that the student knows or should know is unauthorized. Instructors are strongly encouraged to make in advance a clear statement of their policies and procedures concerning the use of shared study aids, examination files, and related materials and forms of assistance. Such advance notification is especially important in the case of take-home examinations. During any examination, students should assume that external assistance (e.g., books, notes, calculators, and communications with others) is prohibited unless specifically authorized by the Instructor. A violation of this section includes but is not limited to:

- (1) Allowing others to conduct research or prepare any work for a student without prior authorization from the Instructor, including using services of commercial term paper companies.
- (2) Submitting substantial portions of the same academic work for credit more than once or by more than one student without authorization from the Instructors to whom the work is being submitted.

(b) *Plagiarism*. No student shall represent the words, work, or ideas of another as his or her own in any academic endeavor. A violation of this section includes but is not limited to:

- (1) Copying: Submitting the work of another as one's own.
- (2) Direct Quotation: Every direct quotation must be identified by quotation marks or by appropriate indentation and must be promptly cited. Proper citation style for many academic departments is outlined in such manuals as the MLA Handbook or K.L. Turabian's *A Manual for Writers of Term Papers, Theses and Dissertations*. These and similar publications are available in the University bookstore or library. The actual source from which cited information was obtained should be acknowledged.
- (3) Paraphrase: Prompt acknowledgment is required when material from another source is paraphrased or summarized in whole, or in part. This is the case even if the student's words differ substantially from those of the source. A citation acknowledging only a directly quoted statement does not suffice as an acknowledgment of any preceding or succeeding paraphrased material.
- (4) Borrowed Facts or Information: Information obtained in one's reading or research that is not common knowledge must be acknowledged. Examples of common knowledge might include the names of leaders of prominent nations, basic scientific laws, etc. Materials that contribute only to one's general understanding of the subject may be acknowledged in a bibliography and need not

be immediately cited. One citation is usually sufficient to acknowledge indebtedness when a number of connected sentences in the paper draw their special information from one source.

(c) *Fabrication*. No student shall falsify or invent any information or citation in an academic endeavor. A violation of this section includes but is not limited to:

(1) Using invented information in any laboratory experiment or other academic endeavor without notice to and authorization from the Instructor or examiner. It would be improper, for example, to analyze one sample in an experiment and covertly invent data based on that single experiment for several more required analyses.

(2) Altering the answers given for an exam after the examination has been graded.

(3) Providing false or misleading information for the purpose of gaining an academic advantage.

(d) *Facilitating Infractions of Academic Integrity*. No student shall help or attempt to help another to commit an infraction of academic integrity, where one knows or should know that through one's acts or omissions such an infraction may be facilitated. A violation of this section includes but is not limited to:

(1) Allowing another to copy from one's work.

(2) Taking an exam by proxy for someone else. This is an infraction of academic integrity on the part of both the student enrolled in the course and the proxy or substitute.

(3) Removing an examination from a classroom, faculty office, or other facility without authorization.

(e) *Bribes, Favors, and Threats*. No student shall bribe or attempt to bribe, promise favors to or make threats against any person with the intent to affect a record of a grade or evaluation of academic performance. This includes conspiracy with another person who then takes the action on behalf of the student.

(f) *Academic Interference*. No student shall tamper with, alter, circumvent, or destroy any educational material or resource in a manner that deprives any other student of fair access or reasonable use of that material or resource.

(1) Educational resources include but are not limited to computer facilities, electronic data, required/reserved readings, reference works, or other library materials.

(2) Academic interference also includes acts in which the student committing the infraction personally benefits from the interference, regardless of the effect on other students.

First violation of academic integrity for the PMBA 544 course:

- Exam: zero on the exam (and, at best, a "D" for the course)
- Assignment: zero on the assignment (and a letter-grade drop for the course)

More than one instance of academic integrity for the entire semester for the PMBA 544 course:

- You receive a failing grade in the course and potential further disciplinary action.