

NORTHWESTERN UNIVERSITY

Fall 2018
COURSE 437

STRATEGIC MANAGEMENT FOR ENGINEERS
SYLLABUS

Professor:

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Course Overview:

Organizations have learned that the adage, *grow or die* is more than a cliché. In today’s global market, maintaining the status quo is no longer an option. As the velocity of change accelerates, historic paradigms are surrendering to new. For organizations to survive in today’s competitive environment, management must anticipate the strategic inflection of organizational evolution. Engineers have played a major role in the advancement of society. Undergraduate education for engineers is thorough, precise, and understandably *micronistic*. At the graduate level, we attempt to couple the *micro* skills with the broader *macro* perspective or, in other words, the proverbial big picture. The management role requires engineers to be able to envision, from a broader perspective, the operation of an organization and the market one serves. You must learn to think, act, speak, and process from the “leadership mind.” “Strategic” management represents that transition from management to leadership. This capstone course draws from all functional areas of an enterprise to provide strategic direction to an organization. It also provides engineers with a leadership perspective to supplement their incumbent engineering orientation. Strategies are offered to ensure not only success in a competitive “for profit” environment, but the sustainability of success throughout the economic cycle. A framework is developed to understand the interrelation of accounting, finance, operations, engineering, and marketing. Class format will be lecture, case study analysis, open discussion, guest speakers, and student presentation.

Student Notice:

As a comprehensive capstone course, expectations are elevated and attendance is mandatory. Any absence has “whole grade” consequences. As this syllabus represents a contract with the student, any potential work conflicts should be discussed with your employer in advance of registration. Mid-term and final examinations must be taken in person, as capstone course examinations do not qualify for proctoring. As mid-term and final examinations will test the retention of knowledge conveyed in lectures and assigned reading, it is imperative that the students facilitate copious notes. It is expected that all participants remain current on the readings, come prepared with written assignments (**case studies will not be accepted late**), and contribute to class discussion.

Required Texts:

Strategic Management Planning for Domestic & Global Competition, Pearce & Robinson, 14th edition. Supplemental readings provided by professor.

Grading:

Promptness, Participation, Preparedness (*10 weeks x 20 points)	200 Points
Mid-Term Examination	220 Points
Case Studies and Assignments (5 cases x 30 points)	150 Points
Final Examination	320 Points
Optional Final Research Case Study	<u>110 Points</u>
TOTAL POSSIBLE POINTS	1,000 Points

*NOTE: Week 11 is final exam week.

SCALE

915-1000 = A	800-814 = B-	685-699 = D+
900-914 = A-	785-799 = C+	615-684 = D
885-899 = B+	715-784 = C	600-614 = D-
815-884 = B	700-714 = C-	< 600 = F

Academic Integrity:

Plagiarism, like other forms of academic dishonesty, is always a serious matter. This course adheres to the University's "Principles Regarding Academic Integrity" and school policy. Consult the manual, *Writing in Liberal Studies*, for instructions about proper citation or acknowledgment of the work of others in class assignments.

WEEK 1 10/1/18	<p>Macronistic management: Differentiation through a macronistic approach to management, understanding of contributing components of GDP and its importance. Course overview, expectations, goals, and objectives; agreement in the sanctity of the classroom.</p> <p>Readings: Pearce and Robinson, Chapters 1 and 2, pgs. 2-46 and <i>The McNeeley View: Leadership as Vision</i>, which is posted on Canvas.</p> <p>Assignment: Written presentation of biography</p>
WEEK 2 10/8/18	<p>Evolution of the competitive marketplace: local, regional, national, international. Changing role of management and its velocity - managing the internal, immediate external, remote external issues; stakeholder vs. shareholder model. Group discussion concerning future issues. Organizational alignment for success.</p> <p>Readings: Pearce and Robinson, Chapter 3, pgs. 47 - 86 and Chapter 5, pgs. 127 - 150</p> <p>Assignment: Identification of two major issues that organizations must confront in the span of your leadership career.</p>
WEEK 3 10/15/18	<p>Marketing strategies: Marketing across the product life cycle, types of strategies, and bimodal distribution in mature industries.</p> <p>Readings: Pearce and Robinson Chapter 6, pgs. 151-194 and Traditional Case #10 - Amazon.com: pgs. 10-1 thru 10-14</p> <p>Assignment: Case Analysis – #10 - Amazon.com, Inc: Retailing Giant To High- Tech Player?</p>
WEEK 4 10/22/18	<p>Continuation of marketing lecture: Marketing of industrial vs. consumer products and services. Role of advertising and social media in marketing. Evolution of strategic branding.</p> <p>Readings: Pearce and Robinson Chapter 8, pgs. 240-267 and Traditional Case #13 - Apollo Group: pgs. 13-1 thru 13-24</p> <p>Assignment: Case Analysis - #13 - Apollo Group, Inc. [University of Phoenix]</p>
WEEK 5 10/29/18	<p>Conclusion of the marketing lecture: Disruptive technologies and the role of leadership. Packaging as the new differentiator.</p> <p>Readings: Pearce and Robinson Traditional Case #14 - Barnes & Noble, Inc.: pgs. 14-1 thru 14-7</p> <p>Assignment: Case Analysis - #14 - Barnes & Noble, Inc.: The Yucaipa Proxy Challenge</p>
WEEK 6 11/5/18	<p><i>If available, we will present guest speaker(s) from industry.</i> The professor may assign a supplemental reading and/or assignment, which aligns with the particular guest speaker(s). If not, a jumpstart to the "world of finance" via accounting/finance modules.</p> <p>Readings: Pearce and Robinson Traditional Case #18 - Chipotle: pgs. 18-1 thru 18-13</p> <p>Assignment: Case Analysis - #18 – Chipotle: Mexican Grill, Inc.: Food with Integrity</p> <p>End of class: distribution of mid-term exam.</p>

WEEK 7 11/12/18	Accounting Strategies: Balance sheets, income statements, break-even analysis, and effective utilization of depreciation. Group exercise in financial calculations. Assignment: Mid-term Exam due
WEEK 8 11/19/18	Financial strategies: Internal return, cost of capital, return on investment, and strategic turn-around strategies. We will distribute and discuss the Optional Final Research Case Study. READINGS POSTED ON CANVAS: Case Analysis - #5 (Case A) & Case Analysis #6 (Case B) Tesla Motors and the U.S. Auto Industry: pgs. C32-C55 Assignment: Case Analysis - #5 & #6 Tesla Motors and the Auto Industry (as ONE case)
WEEK 9 11/26/18	Wall Street Strategies: A view of Wall Street, portfolio theory, asset allocation, stocks, bonds, metals, cash, and arbitrage strategies. Investment strategies - limit orders, market orders, stop losses, and other defense techniques.
WEEK 10 12/3/18	Strategic Management of the metrics: Conclusion of the accounting, financial, and Wall Street modules into a well formulated framework for the engineer's ascension into higher levels of management ranks. Preparation for final exam.
WEEK 11 12/10/18	Concluding lecture on survival strategies for the pressures of management: How to spot problems in others and avoid such in self. FINAL EXAM Assignment: (Optional) Final Research Case Analysis: Harvard Business Case Study – Best Buy's Turn-Around Strategy (2013) or Harvard Business Case Study – Uber: Changing the Way the World Moves (2015)

Revised on 8/20/18