

Course	MNGT 5650 Management and Strategy												
Term	Fall II 2007												
Instructor	Name: Steve Meek Phone: 703-560-1184(H), 703-994-5419(Cell) Email: Stephen.meek@verizon.net												
Catalog Description	This course introduces the basic analytical concepts and processes underlying environmental scanning, strategy formulation, strategy implementation, and evaluation and control of strategies. The course also addresses specific topics, including the organization's purpose in formulating effective strategy, the identification, development, and leveraging of core competencies, the increasing use of strategic alliances, diversification, globalization, and the organization's ability to develop and sustain competitive advantages.												
Prerequisites	MNGT 5000												
Course Level Learning Outcomes	1. Perform environmental scanning; 2. Develop and implement a strategic plan; 3. Develop an evaluation and control strategy; 4. Understand an organization's purpose in formulating an effective strategy; 5. Identify, develop, and leverage core competencies; 6. Understand how strategic alliances can benefit an organization; 7. Identify the effect of globalization on strategy development and implementation; 8. Describe how an organization can develop and sustain competitive advantage.												
Materials	Text Book: Thompson Jr, Arthur A., Strickland III, A. J., and Gamble, John E. (2006). Crafting and Executing Strategy: The Quest for Competitive Advantage. (15 th ed.). McGraw-Hill.												
Grading	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: right;">% of Grade</th> </tr> </thead> <tbody> <tr> <td>Class Participation</td> <td style="text-align: right;">20</td> </tr> <tr> <td>Mid-Term Exam</td> <td style="text-align: right;">20</td> </tr> <tr> <td>Final Exam</td> <td style="text-align: right;">30</td> </tr> <tr> <td>SWOT Analysis Paper</td> <td style="text-align: right;">30</td> </tr> <tr> <td colspan="2" style="text-align: right;">100%</td> </tr> </tbody> </table>	% of Grade		Class Participation	20	Mid-Term Exam	20	Final Exam	30	SWOT Analysis Paper	30	100%	
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	<p>The GRADUATE catalog provides these guidelines and grading options for graduate business degrees:</p> <p>Grades in the program are A, A-, B+, B, B-, C, F, I, ZF, and W. Grades reflect the following standards:</p> <table border="0"> <tr> <td>A/A-</td> <td>Superior Graduate work</td> </tr> <tr> <td>B+/B/B-</td> <td>Satisfactory Graduate work</td> </tr> <tr> <td>C</td> <td>Work that is barely adequate as graduate-level performance</td> </tr> <tr> <td>F</td> <td>Work that is unsatisfactory</td> </tr> <tr> <td>I</td> <td>Incomplete work</td> </tr> <tr> <td>ZF</td> <td>An "I" that is not completed within one year of the end of the course is automatically converted to a "ZF". A "ZF" is treated the same as an F or NC for all cases involving GPA, academic warning, probation and dismissal.</td> </tr> <tr> <td>W</td> <td>Withdrawn from the course</td> </tr> </table> <p>The UNDERGRADUATE catalog provides these guidelines and grading options:</p> <p>Letter Grade System for Undergraduate courses:</p> <table border="0"> <tr> <td>A, A-</td> <td>Superior work in the opinion of the instructor</td> </tr> <tr> <td>B+, B, B-</td> <td>Good work in the opinion of the instructor</td> </tr> <tr> <td>C+, C, C-</td> <td>Satisfactory work in the opinion of the instructor</td> </tr> <tr> <td>D+, D</td> <td>Passing, but less than satisfactory work in the opinion of the instructor.</td> </tr> <tr> <td>I</td> <td>Incomplete work in the opinion of the instructor</td> </tr> <tr> <td>ZF</td> <td>An incomplete which was not completed within one year of the end of the course.</td> </tr> <tr> <td>F</td> <td>Unsatisfactory work in the opinion of the instructor</td> </tr> <tr> <td>W</td> <td>Withdrawn from the course</td> </tr> </table>	A/A-	Superior Graduate work	B+/B/B-	Satisfactory Graduate work	C	Work that is barely adequate as graduate-level performance	F	Work that is unsatisfactory	I	Incomplete work	ZF	An "I" that is not completed within one year of the end of the course is automatically converted to a "ZF". A "ZF" is treated the same as an F or NC for all cases involving GPA, academic warning, probation and dismissal.	W	Withdrawn from the course	A, A-	Superior work in the opinion of the instructor	B+, B, B-	Good work in the opinion of the instructor	C+, C, C-	Satisfactory work in the opinion of the instructor	D+, D	Passing, but less than satisfactory work in the opinion of the instructor.	I	Incomplete work in the opinion of the instructor	ZF	An incomplete which was not completed within one year of the end of the course.	F	Unsatisfactory work in the opinion of the instructor	W	Withdrawn from the course
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Activities	<ol style="list-style-type: none"> 1) The mid-term exam will be open-book format in Week 5 2) The final exam will be open-book format in Week 9 3) The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis paper will be 5-7 pages double-spaced to assess an organization (where you work or another organization of your choice). 																														
Policy Statements: University Policies	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>Academic Honesty The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p>Drops and Withdrawals Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your</p>																														

	<p>decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p>Special Services If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p>
<p>Weekly Schedule</p>	<p>Week 1: Chapter 1-What is Strategy and Why is it Important? Chapter 2-The Managerial Process of Crafting and Executing Strategy Reading 1. What is Strategy and How Do You Know if You Have One? Reading 3. The Power of Business Models Reading 4. The Balanced Scorecard: To Adopt or Not to Adopt?</p> <p>Week 2: Chapter 3-Evaluating a Company’s External Environment Chapter 4-Evaluating a Company’s Resources and Competitive Position Reading 6. A New Tool for Strategy Analysis: The Opportunity Model</p> <p>Week 3: Chapter 5-The Five Generic Competitive Strategies: Which One to Employ? Chapter 6-Supplementing the Chosen Competitive Strategy: Other Important Strategy Choices Reading 12. Outsourcing Strategies: Opportunities and Risks</p> <p>Week 4: Chapter 7-Competing in Foreign Markets Chapter 8-Tailoring Strategy to Fit Specific Industry and Company Situations Reading 14. Turning Great Strategy Into Great Performance</p> <p>Week 5:</p>

	<p>Open-book Mid-Term (material for weeks 1 through 4)</p> <p>Week 6: Chapter 9-Diversification: Strategies for Managing a Group of Businesses Chapter 10-Strategy, Ethics, and Social Responsibility Reading 15. Beyond Best Practice</p> <p>Week7: Chapter 11-Building an Organization Capable of Good Strategy Execution Chapter 12-Managing Internal Operations: Actions that Promote Good Strategy Execution Reading 16. The Integration of Lean Management and Six Sigma</p> <p>Week 8: Chapter 13-Corporate Culture and Leadership: Keys to Good Strategy Execution Reading 18. A Leader’s Guide to Creating an Innovation Culture Reading 19. The Seven Habits of Spectacularly Unsuccessful Executives Reading 21. The Ethics Commitment Process: Sustainability Through Value-Based Ethics</p> <p>Week 9: Open-Book Final Exam (material for the entire course) SWOT Analysis Paper Due</p>
<p>Additional Information</p>	<p>Supplemental Readings: As provided by the instructor</p> <p>Visual Aids: As requested by the instructor</p> <p>Outside Study and Class Preparation: Students are expected to spend sufficient time outside of class to prepare for each class session, as well as studying for the examinations, and doing the problem sets for each chapter. This effort will normally exceed eleven hours for each class session.</p>