

<b>Course</b>	MNGT 4900, Managerial Policies and Strategies Fall 2, 2007												
<b>Instructor</b>	Name: Robert M. Barriga Phone: (714) 531-0543 Email: Barriga@att.net												
<b>Catalog Description</b>	This capstone course takes a broad view of business from the perspective of the CEO and general manager. Students will learn concepts and tools for company and environmental analysis, and the formulation, implementation and control of strategies. Students then will apply this knowledge in problem-solving case analyses of firms and industries.												
<b>Prerequisites</b>	Completion of other courses in the area of emphasis.												
<b>Course Level Learning Outcomes</b>	Upon completion of this course the student should be able to: <ul style="list-style-type: none"> <li>Identify the phases of the strategy process and the tasks required under each.</li> <li>Conduct a business-level SWOT Analysis.</li> <li>Describe the interrelationships among strategy, policy, and competitive advantage.</li> <li>Differentiate among the three levels of the strategy hierarchy – corporate, business, and functional – and the activities of each.</li> <li>Given a business case, analyze the firm’s situation and recommend strategic initiatives to improve the firm’s competitiveness.</li> </ul>												
<b>Materials</b>	Wheelen, T., & Hunger, J. (10 <sup>th</sup> Edition). (2006) <b><u>Strategic Management and Business Policy</u></b> , Upper Saddle River, NJ: Pearson Prentice Hall, ISBN 0-13-149459-7.												
<b>Grading</b>	<p><b>Point Values for the Course Assignments:</b></p> <table border="1"> <thead> <tr> <th>Assignment</th> <th>Points</th> <th>Percentages</th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>INDIVIDUAL (47%)</u></td> </tr> <tr> <td>Class Participation (3 points each week x 8 weeks)</td> <td>24</td> <td>12%</td> </tr> <tr> <td>Written Papers (10 points each x 3 papers)</td> <td>30</td> <td>15%</td> </tr> </tbody> </table>	Assignment	Points	Percentages	<u>INDIVIDUAL (47%)</u>			Class Participation (3 points each week x 8 weeks)	24	12%	Written Papers (10 points each x 3 papers)	30	15%
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Written Papers (10 points each x 3 papers)	30	15%											

Oral Presentations (10 points each x 3 presentations)	30	15%
Group Exercises (10 points each x 1 exercises)	10	5%
<u>TEAM (53%)</u>		
Case Study Presentation (15 points each x 2 presentations)	30	15%
Team Project & Presentation	40	20%
Final Exam	36	18%
<b>Totals</b>	<b>200</b>	<b>100%</b>
<b>Grading Scale:</b>		
A	100-93	
A-	92-90	
B+	89-87	
B	86-84	
B-	83-80	
C+	79-77	
C	76-73	
C-	72-70	
D+	69-65	
D	64-61	
F	60 and below	
<b>Synthesis and Evaluation:</b>		
A = Excellent performance. Work is exemplary and worthy of emulation by others. Student is in full attendance and constructively contributes to the learning environment.		
B = Above average performance. All assignments are complete and exhibit a complete understanding and an ability to apply concepts.		
C = Average performance. Accomplishes only the minimum requirements. Oral and written communication is at an acceptable level.		
D = Demonstrates understanding at the most rudimentary level. Work is minimally passing.		
F = Work is not passing, characterized by incompleteness, lateness, unsatisfactory demonstration of understanding		

	and application.
<b>Activities</b>	<p>In class activities will include:</p> <ul style="list-style-type: none"> <li>• Class activities will include group discussions, group exercises, and simulations where appropriate and as time permits. Students are encouraged to contribute work-related experiences to all class discussions.</li> <li>• All expectations, assignments, and projects will be discussed during the first evening session.</li> <li>• Instructor reserves the right to alter assignments. If this should occur, the student will be notified before hand.</li> <li>• Each student will be required to give short oral presentations both individually and as a team on the current topics pertaining to the course subject matter. This will be discussed during the first evening session.</li> </ul>
<b>Policy Statements: University Policies</b>	<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><b>Academic Honesty</b></p> <p>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><b>Drops and Withdrawals</b></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your 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><b>Special Services</b></p> <p>If you need accommodations for a disability, please let the instructor know at the beginning of the course so that they can be provided.</p> <p><b>Disturbances</b></p> <p>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</p>

	<p>diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course</p> <p><b>Attendance</b></p> <p>The University reserves the right to cancel a student's course enrollment if the student does not attend class the first or second week of the term/semester. Students are expected to attend all class sessions. In the case of unavoidable absence (e.g., medical reason, work related travel), the student must contact the instructor directly and immediately. The instructor may give warning to the student and then recommend that the student withdraw from the course. The student is subject to appropriate academic penalty for incomplete or other make-up work, or for excessive or unexcused absences. A student who misses two class meetings per course without a documented reason or (advance) permission from the instructor should withdraw from the course.</p>
<p><b>Course Policies</b></p>	<p><b>Written Assignments</b></p> <p>All written assignments are to be typed, spell-checked and grammar checked, well written with a logical flow of thought. Submit double-spaced with 1" margins, and prepared in the APA. Papers should be in 12-pitch font, using Times New Roman. Indent paragraphs five spaces to indicate a new paragraph. Please include a title page in APA format on all papers so that the instructor can identify the student, assignment, course number, and workshop number. Although numbered, the title page does not count toward the required number of content pages.</p> <p>Students are required to use the Webster University's online library PASSPORTS (<a href="http://library.webster.edu">http://library.webster.edu</a>). The written assignments should include a minimum of 5 non-internet references (e.g. academic journals, books, professional publications). All students are required to submit their research papers to the Webster On-Line Writing Center for review and assistance (<a href="http://www.webster.edu/acadaffairs/asp/wc/online.html">http://www.webster.edu/acadaffairs/asp/wc/online.html</a>).</p> <p>Please staple your papers together in the upper left hand corner. Do not put them into a folder, binder, or plastic cover.</p> <p><b>Plagiarism</b></p> <p>Plagiarism or academic dishonesty, whether accidental or deliberate, is a serious violation. The faculty member has the option of using classroom sanctions or elevating the case to campus level. <b>Students are advised that written assignments may be submitted by the faculty member to an online plagiarism detection service.</b></p>

It is plagiarism to go to the Internet, find an article, copy it to the clipboard and then drop it into your word processor. Listing the article as a reference on the last page will not cover you.

### **Late Assignments**

Workshop assignments will be penalized two points for each day late. No assignments will be accepted after the end of the course (unless an Incomplete is granted).

### **Late Arrival and Early Departure**

Late arrival and early departure may constitute loss of participation points at one participation point for every 30 minutes.

### **Cell Phones**

Out of consideration for others, please turn your cell phone to the silent mode. If they do not have a silent or vibrate mode, please turn them off. These items tend to distract the other students when they ring during class discussions or study group activities.

### **Participation**

Participation in all workshops is required. An absence for whatever reason will result in the loss of the participation points for participation that night. If a student is absent, he/she does not gain the benefit of class involvement and is not contributing to the learning of other students in the class. The student will, however, make up all written work for the class missed.

Participation is graded on individual and Team contributions to class discussions and participation in the Team itself. The vast majority of managers' interactions with others are oral. They generally spend very little time reading and even less time writing reports. For this reason, the development of oral skills is given a high priority in this course. The classroom should be considered a laboratory in which a student can test their ability to convince their peers of the correctness of their approach.

**Outstanding Contributor:** Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide one or more major insights, as well as, direction for the class. Arguments, when offered, are well substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

**Good Contributor:** Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good

insights and sometimes direction for the class discussion. Arguments, when presented, are, generally, well substantiated and are often persuasive. If this person were not a member of the class, the quality of the discussion would be diminished considerably.

**Adequate Contributor:** Contributions in class reflect satisfactory preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the discussion. Arguments are sometimes presented, and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of the discussions would be diminished somewhat.

**Non-participant:** This person has said little or nothing in this workshop or class. Hence, there is no adequate basis for evaluation. If this person were not a member of the class, the quality of the discussions would not be changed.

**Unsatisfactory Contributor:** Contribution in class reflects inadequate or non-existent preparation. Ideas offered are seldom substantive; provide few, if any, insights; and rarely provide a constructive direction for the class discussion. Integrative comments and effective arguments are completely absent. Class contributions are, at best, “time fillers” efforts to make isolated, obvious, or confusing points. If this person were not a member of the class, valuable class time would be saved.

Weekly Schedule	Date	Topics	Assignments
	Oct 15	Course syllabus review Strategic Mngt Concepts Strategic Mngt Model Simulation	Wheelen & Hunger, Chapter 1 Discussion & Application
	Oct 22	Organization's expectations Corporate Governance Leadership & Strat Mngt Social Resp & Corp Perf Presentations	Wheelen & Hunger, Chapters 2 & 3 Hmwk: 1000-1500 word paper on Leadership, Ethics, & Strat Mngt
	Oct 29	Environmental Scanning Industry Analysis Organizational Analysis Corporate Culture Presentations	Wheelen & Hunger, Chapters 4, 5, & 15 Hmwk: Case Study Presentation
	Nov 5	SWOT Analysis Strategic Alliances Business, Corporate, & Functional Strategies Simulation	Wheelen & Hunger, Chapters 6, 7, & 8 Hmwk: 1000-1500 word paper on Corporate Culture
	Nov 12	Strategy Implementation Strategy Evaluation Strategy Control Staffing & Directing Team Project	Wheelen & Hunger, Chapters 9, 10, & 11 Hmwk: Case Study Presentation
	Nov 19	Entrepreneurship & Strategy Vision, Mission, & Values FISH Video Team Project	Wheelen & Hunger, Chapters 12 & 13 Hmwk: Exercise on pgs 313 & 314
	Nov 26	Not-for-Profit Organizations Differences & Focus Team Project	Wheelen & Hunger, Chapter 14 Hmwk: Group Case Studies
	Dec 3	Course Review & Final Exam Prep Project Critique	Hmwk: Team Project Presentation

	Dec10 Course Summary Course Evaluations Process Critique	FINAL EXAM
<b>Additional Information</b>	The instructor is available to meet individually or talk via telephone with each student to insure adequate undertaking of course requirements and to offer assistance and suggestions. If the instructor is not immediately available, please feel free to leave a message and telephone number where you can be reached. Your call will be returned within a 48-hour time frame.	