

<b>Course</b>	MNGT 5650 - Management & Strategy Fall 1, 2011	
<b>Instructor</b>	<b>Name:</b> Dr. Harry Schuler <b>Phone:</b> 949.450.9066 <b>Email:</b> schuler@webster.edu	
<b>Catalog Description</b>	Strategic management refers to long-term managerial decisions and actions that shape the organization's pursuit of competitive advantage. This course introduces the concepts and processes underlying environmental scanning, and strategy formulation, implementation, and control; students then apply this knowledge in case analysis. The course also addresses the roles of leadership and coordination in successful strategizing.	
<b>Prerequisites</b>	None; recommended, 12 hours of master's level courses.	
<b>Course Level Learning Outcomes</b>	After completing this course, students will be able to: <ul style="list-style-type: none"> <li>● Explain the whole and parts of the Strategic Management process.</li> <li>● Describe the roles which the general manager and middle managers play within the hierarchy of strategies.</li> <li>● Use SWOT Analysis to analyze the situation of a firm and its industry.</li> <li>● Illustrate the relationship between a firm's value chain configuration and competitive advantage.</li> <li>● Explain the different forms of strategy, such as <i>generic</i>, <i>directional</i>, <i>diversification</i> and <i>international</i>.</li> <li>● Identify the nature of and triggers of strategic change.</li> <li>● Apply ethics and leadership principles to strategizing.</li> <li>● Case Analysis             <ul style="list-style-type: none"> <li>○ Apply the knowledge of the previous objectives in conducting case analyses of firms and industries.</li> <li>○ Develop analysis recommendations and defend them in both oral and written formats.</li> </ul> </li> </ul>	
<b>Materials</b>	<b>Text:</b> Formulation, Implementation, & Control of Competitive Strategy <b>Authors:</b> Pearce & Robinson <b>Publishers:</b> McGraw-Hill Irwin <b>ISBN:</b> 978-0-07-726175-5  <b>Selected Handouts:</b> Cases and Readings – to be distributed.	
<b>Grading</b>	<b>Graded Events</b>	<b>Grade Ranges</b>

	Participation..... 100 Midterm Exam ..... 200 Team Case Analysis..... 200 Individual Case Analysis .... 200 Final Exam ..... 300 <p style="text-align: center;"><b>Maximum Points 1000</b></p>	A = 93 % or above A- = 90 - 92% B+ = 87 - 89% B = 84 - 86% B- = 80 - 83% C = 70 - 79% F = Below 70%
<b>Activities</b>	<p><b>Participation</b>          Your participation score is determined by how well you contribute to discussions on the week’s material. Students’ best enable their participation by reading the assignments, and preparing the assigned questions and exercises when applicable. Also, you are expected to participate in related in-class activities.</p> <p>You will get your best score for reasoned, quality comments about the week’s materials and for solid contribution to team in-class activities. Noise without quality will <b>not</b> get you a good score.</p> <p><b>Practice Quizzes (Non-Graded)</b>          During week 4 and week 7, we will have practice quizzes to prepare you for the exams. This will give you an idea of the types of questions on the exam, along with immediate feedback on your practice responses.</p> <p><b>Midterm and Final Examinations</b>          The examinations will cover all of the assigned readings, even if the material was not discussed in class. In addition, you may be tested on information introduced in lectures, class discussions, or cases, which are not covered in the textbook. Exam questions may take varied forms, including true/false, multiple-choice, short-answer, essay, or problem analysis.</p> <p><b>Case Analysis</b></p> <ul style="list-style-type: none"> <li>• <i>Individual Case Analysis.</i> You will research a firm – preferably single-business - and write up an original case analysis on it. You should clear your firm with me early in the course.</li> <li>• <i>Team Case Presentation.</i> A team of three to five people will analyze a written case and present their findings to the class. Team project includes a Peer Rating Component.</li> </ul> <p>See <b>Absences</b> under <i>Course Policies</i> for requirements on make-up work.</p>	

<p><b>Policy Statements: University Policies</b></p>	<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> 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> 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> 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><b>Disturbances</b> 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><b>Attendance</b> Sometimes circumstances beyond one's control require that a student miss a scheduled class. It is the student's responsibility to advise the instructor and submit any required work.</p>
<p><b>Course Policies</b></p>	<p><b>Academic Dishonesty</b> Any student caught cheating or committing plagiarism may fail the class and be subject to further disciplinary action.</p> <p><b>Absences</b> Given the intensive nature of the course, I expect you to attend all classes.</p>

	<p>Students who miss more than two classes should drop the course. If you miss a class, you are required to write a word-processed write-up on the assigned readings for that week. If you submit thoughtful write-ups, you can recoup up to half of your participation points.</p> <p><b>Syllabus Changes</b> This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p>
<b>Pre-Assignment for Week 1</b>	<ul style="list-style-type: none"> <li>• For your first assignment, read Chapter 2 in your text.</li> <li>• Bring in a recent newspaper, internet or magazine business article about one of the companies mentioned in Chapter 1. Be prepared to share with your classmates the following: <ul style="list-style-type: none"> <li>○ How the article updates our understanding of the company in relation to the chapter coverage.</li> <li>○ What concepts in the chapter the article explains or illustrates.</li> </ul> </li> </ul> <p><b>Orientation Items</b></p> <ul style="list-style-type: none"> <li>• <b>General Course Expectations</b></li> <li>• <b>Personal Information Sheet (in class)</b></li> <li>• <b>Weekly Assignments.</b> The syllabus gives the general topics we will cover each week. In addition, you will get more detailed explanation of the following week's assignments during each class period.</li> </ul>
<b>Weekly Schedule</b> Week 1	<p>Topics:</p> <ul style="list-style-type: none"> <li>• See Pre-assignment for Week 1, directly above</li> <li>• Course Orientation</li> <li>• Discuss Chap. 1: Overview of Strategic Management</li> </ul> <p>Assignment for Week 2</p> <ul style="list-style-type: none"> <li>• Read Chaps. 2 and 3</li> </ul>
Week 2	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 2: Company Mission</li> <li>• Chap. 3: Corporate Responsibility and Ethics</li> </ul> <p>Assignment for Week 3:</p> <ul style="list-style-type: none"> <li>• Read Chaps. 4 and 5</li> <li>• Submit Individual Case Analysis (ICA) proposal in class, hard copy</li> </ul>
Week 3	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 4: The External Environment</li> <li>• Chap. 5: The Global Environment</li> </ul> <p>Assignment for Week 4:</p> <ul style="list-style-type: none"> <li>• Read Chaps. 6 and 7</li> </ul>

Week 4	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 6: Internal Analysis</li> <li>• Chap. 7: Long-Term Objectives &amp; Strategies</li> <li>• Practice Quiz</li> </ul>
Week 5	<p>Topics:</p> <ul style="list-style-type: none"> <li>• <b>Midterm Exam</b> (Chs. 1-7)</li> <li>• Team Time on Team Case Analysis (TCA)</li> </ul> <p>Assignment for Week 6:</p> <ul style="list-style-type: none"> <li>• Read Chaps. 8 and 9</li> </ul>
Week 6	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 8: Business Strategy</li> <li>• Chap. 9: Multibusiness Strategy</li> <li>• Team Time on TCA</li> </ul> <p>Assignment for Week 7:</p> <ul style="list-style-type: none"> <li>• Read Chaps. 10 and 11</li> </ul>
Week 7	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 10: Implementation</li> <li>• Chap. 11: Organizational Structure</li> <li>• <b>Team Case Presentations</b></li> <li>• Practice Quiz</li> </ul> <p>Assignment for Week 8:</p> <ul style="list-style-type: none"> <li>• Read Chaps. 12 and 13</li> <li>• Study for Final Exam</li> </ul>
Week 8	<p>Topics:</p> <p>Chap. 12: Leadership and Culture</p> <ul style="list-style-type: none"> <li>• <b>Final Exam</b> (Chaps. 8-13)</li> <li>• Team Case Presentations (if required)</li> </ul> <p>Assignment for Week 9:</p> <ul style="list-style-type: none"> <li>• Wrap up ICA</li> </ul>
Week 9	<p>Topics:</p> <ul style="list-style-type: none"> <li>• <b>Submit Individual Case Analysis</b></li> <li>• Share Lessons Learned From ICA</li> </ul>