



<b>Course</b>	<b>MNGT 5650 / NL / Management &amp; Strategy</b>	
<b>Term</b>	Fall 1, 2009 – Monday – 6:00 pm – 10:00 pm 8/17, 8/24, 8/31, 9/14, 9/21, 9/28, 10/5, 10/12	
<b>Instructor</b>	Name: Work Phone: Cell Phone: Email:	John Jinkner (904) 359-1920 (904) 613-2694 <a href="mailto:jinkner@webster.edu">jinkner@webster.edu</a> or <a href="mailto:john_jinkner@csx.com">john_jinkner@csx.com</a>
<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>	

<p><b>Materials</b></p>	<p>Thompson, A.A., Strickland III, A.J. &amp; Gamble, J.E. (2009). <b>Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases.</b> (17th Edition). McGraw-Hill. ISBN# 0-07-353042-0</p> <p><b>To Order Textbooks go to the local North FL website <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on Order Textbooks to select a vendor</b></p> <p><b>Note: Textbooks must be ordered 2 weeks prior to class to ensure delivery</b></p> <p><b>Supplemental Reading:</b></p> <ul style="list-style-type: none"> <li>• <u>Research Paper Guidelines and Sample Paper</u> – See website @ <a href="http://www.webster.edu/jack">www.webster.edu/jack</a> and click on the Student Resources category.</li> </ul>																														
<p><b>Grading</b></p>	<table border="1" data-bbox="495 646 1406 1171"> <thead> <tr> <th>Assignments</th> <th>Maximum Points</th> </tr> </thead> <tbody> <tr> <td>• Mini-Cases – 3</td> <td>15 Points</td> </tr> <tr> <td>• Mid-Term Exam</td> <td>25 Points</td> </tr> <tr> <td>• Final Exam</td> <td>25 Points</td> </tr> <tr> <td>• Business Plan including Passports Internet Proficiency</td> <td>25 Points</td> </tr> <tr> <td>• Class Participation and Attendance</td> <td>10 Points</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>100 Points</b></td> </tr> </tbody> </table> <p>Letter grades will be assigned pursuant to the following scores based on the percent of the total possible points (weighted according to the scale above) that you earned in the course.</p> <table border="1" data-bbox="727 1360 1172 1753"> <thead> <tr> <th>Percentage of Total Points</th> <th>Grade</th> </tr> </thead> <tbody> <tr> <td>95%-100%</td> <td>A</td> </tr> <tr> <td>90%-94%</td> <td>A-</td> </tr> <tr> <td>88%-89%</td> <td>B+</td> </tr> <tr> <td>84%-87%</td> <td>B</td> </tr> <tr> <td>80%-83%</td> <td>B-</td> </tr> <tr> <td>70%-79%</td> <td>C</td> </tr> <tr> <td>Below 70%</td> <td>F</td> </tr> </tbody> </table>	Assignments	Maximum Points	• Mini-Cases – 3	15 Points	• Mid-Term Exam	25 Points	• Final Exam	25 Points	• Business Plan including Passports Internet Proficiency	25 Points	• Class Participation and Attendance	10 Points	<b>TOTAL</b>	<b>100 Points</b>	Percentage of Total Points	Grade	95%-100%	A	90%-94%	A-	88%-89%	B+	84%-87%	B	80%-83%	B-	70%-79%	C	Below 70%	F
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<p><b>Activities</b></p>	<p><b>Mini-Cases – (3):</b></p> <ul style="list-style-type: none"> <li>• Mini-case assignments will be worth 5% each and all three will comprise 15% of the final grade.</li> <li>• It is expected that each mini-case will be 3-4 paragraphs (double-spaced) in length, completed and presented in class as individual or group projects.</li> <li>• Mini-case grading will include: Grammar, Analysis and Evaluation, and Recommendations.</li> </ul> <p><b>Mid-Term Exam:</b></p> <ul style="list-style-type: none"> <li>• The mid-term exam will comprise 25% of the final grade.</li> <li>• The exam will be take-home with questions being essay/discussion and should take approximately 2-4 hours to complete.</li> </ul> <p><b>Final Exam:</b></p> <ul style="list-style-type: none"> <li>• The final exam will comprise 25% of the final grade.</li> <li>• The exam will be take-home with questions being essay/discussion and should take approximately 2-4 hours to complete.</li> </ul> <p><b>Business Plan - (1) including Passports Internet Proficiency:</b></p> <ul style="list-style-type: none"> <li>• Business Plan – Comprehensive business plan should include Passports Internet Research (IBIS, ABI, etc.), analysis, write-up, and PowerPoint presentation. Elements of the plan will include analysis and recommendations for strategy and tactical operating plans. This is not a financial/accounting course therefore rigorous financial analysis is not needed for the Business Plan. Strategic and business analysis should be part of the Business Plan.</li> <li>• The Business Plan will comprise 25% of the final grade. Grading will include: Presentation, Grammar, Strategic and Operations planning.</li> <li>• <b>The Business Plan is expected to be 8-10 pages in length (double-space).</b></li> <li>• Format should adhere to Webster guidelines for “Research Paper Guidelines” and the Guide to Business Plan Case Analysis.</li> <li>• Students are to take a proactive role in class. They are expected to actively participate in class discussions and exercises. It is important that the student comes to class fully prepared, which includes having read the chapter (s) specified to be discussed during that class.</li> </ul> <p><b>Class Participation and Attendance:</b></p> <ul style="list-style-type: none"> <li>• Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from</li> </ul>
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	<p>the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend. <b>PLEASE BE ADVISED:</b> <u>Students who do not attend the first class session, who have not made prior arrangements with the instructor for being absent, will be dropped from their courses.</u></p> <ul style="list-style-type: none"> <li>• Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor’s Letter, etc.) as to absence relating to non-completion of class work. These must be faxed 904-262-1459 or dropped off to Webster University by the Monday after the term ends.</li> <li>• Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.</li> <li>• Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.</li> <li>• Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.</li> <li>• A maximum of 10 points will be awarded based on the level and quality of participation and preparation.</li> <li>• Failure to turn in an assignment within one week will result in a grade of "0" for that assignment. In addition, failure to submit an assignment will lower the final grade by an additional two points.</li> <li>• All assignments are due as detailed in the Course Schedule.</li> <li>• Late assignments will be accepted, if they are turned in <i>no later</i> than one week later, but will be penalized one letter grade. Furthermore, late assignments will lower the student's final grade by an additional one point.</li> <li>• Late assignments will not be accepted for the final assignments the last week of the course to allow timely completion and grades to be submitted.</li> </ul>
<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></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>

**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 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.

**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.

**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.

**Student Assignments Retained**

From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.

**Contact Hours for this Course**

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.

<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. Students who miss more than two classes should drop the course. If you miss a class, you are required to do word-processed write-ups on the items listed on the Pre-Assignment sheet for that week. If you submit thoughtful write-ups, you can recoup some or all 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> <p><b>Make-Up Requirements</b></p> <ul style="list-style-type: none"> <li>• For each class hour missed, a one (1) page, double-spaced, typed paper, with one (1) reference will be submitted by the end of the term. The instructor will assign the topic. A four (4) hour class will require four (4) pages supported with (4) references from popular or academic press.</li> <li>• This paper will be graded and incorporated in the class participation grade. If the make-up work is not submitted, the student's final grade will be reduced one (1) letter grade.</li> <li>• Students are responsible for any class material presented during their absence, and any assignments due should be submitted prior to the absence, if possible.</li> </ul>	
<p><b>Weekly Schedule</b></p>		<p><b>Pre-Assignments for Session 1:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 1-2 and the Guide to Business Plan Case Analysis (at end of syllabus).</li> <li>• Bring a copy of a recent business news article related to business or strategic management (<b>relate the subject of article to chapter contents for that session</b>) and summarize verbally in class.</li> </ul>
	<p><b>Session 1</b></p>	<p><b>THEME: Concepts of Strategic Management</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Syllabus</li> <li>• Business News - one article per student</li> <li>• Business Plan Case Analysis –1) Identification, 2) Analysis and Evaluation, and 3) Recommendation</li> <li>• Chapter 1 – What is Strategy and Why is it Important</li> <li>• Chapter 2 – Leading the Process of Crafting and Executing Strategy</li> </ul>

		<p><b>Assignments for Session 2:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 3 and 4, bring one copy of recent business news article and summarize verbally in class</li> <li>• Complete Business Plan Section #1</li> </ul>
	<p><b>Session 2</b></p>	<p><b>THEME: Internal and External Environment</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 3 – Evaluating a Company’s External Environment</li> <li>• Chapter 4 – Evaluating a Company’s Resources and Competitive Position</li> <li>• Submit Business Plan Section #1 – Discussion</li> </ul> <p><b>Assignments for Session 3:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 5-6, bring one copy of recent business news article and summarize verbally in class</li> </ul>
	<p><b>Session 3</b></p>	<p><b>THEME: Competing Strategically</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 5 – The Five Generic Strategies: Which One to Employ?</li> <li>• Chapter 6 – Supplementing the Chosen Strategy: Other Important Business Strategy Choices</li> <li>• Complete in-class Mini-Case #1 – Presentations</li> </ul> <p><b>Assignments for Session 4:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 7, bring one copy of recent business news article and summarize verbally in class</li> <li>• Complete Business Plan Section #2</li> </ul>
	<p><b>Session 4</b></p>	<p><b>THEME: Strategy Development</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Review Chapter 7 – Strategies for Competing in Foreign Markets</li> <li>• Submit Business Plan Section #2 – Discussion</li> </ul> <p><b>Assignments for Session 5:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 8-9, bring one copy of recent business news article and summarize verbally in class</li> <li>• Complete mid-term exam</li> </ul>

	<p><b>Session 5</b></p>	<p><b>THEME: Adapting Strategies</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 8 – Diversification: Strategies for Managing a Group of Businesses</li> <li>• Chapter 9 – Ethical Business Strategies, Social Responsibility, and Environmental Sustainability</li> <li>• Complete in-class Mini-Case #2– Presentations</li> </ul> <p><b>Assignments for Session 6:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 10, bring one copy of recent business news article and summarize verbally in class</li> <li>• Complete Business Plan Section #3</li> </ul>
	<p><b>Session 6</b></p>	<p><b>THEME: Diversification</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 10 – Building an Organization Capable of Good Strategy Execution</li> <li>• Submit Business Plan Section #3– Discussion</li> </ul> <p><b>Assignments for Session 7:</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 11, bring one copy of one recent business news article and summarize verbally in class</li> </ul>
	<p><b>Session 7</b></p>	<p><b>THEME: Organizational Aspects</b></p> <p><b>Topics:</b></p> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 11 – Managing Internal Operations: Actions That Promote Good Strategy Execution</li> <li>• Complete in-class Mini-Case #3 – Presentations</li> </ul> <p><b>Assignments for Session 8:</b></p> <ul style="list-style-type: none"> <li>• Read Chapters 12, bring one copy of one recent business news article and summarize verbally in class</li> <li>• Complete Draft of Business Plan for review</li> </ul>

	<b>Session 8</b>	<b>THEME: Strategy and Leadership</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Business News - one article per student</li> <li>• Chapter 12 – Corporate Culture and Leadership: Keys to Good Strategy Execution</li> <li>• Coaching - Review Completed Draft of Business Plans</li> </ul> <b>Assignments for Session 9:</b> <ul style="list-style-type: none"> <li>• Complete final-exam</li> <li>• Complete Business Plan</li> </ul>
	<b>Session 9</b>	<b>THEME: Presentations</b> <b>Topics:</b> <ul style="list-style-type: none"> <li>• Submit Final Exam</li> <li>• Present Final Business Plan</li> </ul>
<b>Additional Information</b>	None	

Revised 7/7/09

## **GUIDE TO • BUSINESS PLAN CASE ANALYSIS**

### **Preparing a BUSINESS PLAN Analysis:**

In a comprehensive written case analysis, it is expected that you will (1) identify all the pertinent issues that management needs to address, (2) perform whatever analysis and evaluation is appropriate, and (3) propose an action plan and set of recommendations addressing the issues you have identified.

#### **1. Identification**

It is essential early on in your paper that you provide a sharply focused diagnosis of strategic issues and key problems and that you demonstrate a good grasp of the company's present situation. Make sure you can identify the firm's strategy and that you can pinpoint whatever strategy implementation issues may exist. Consider beginning your paper with an overview of the company's situation, its strategy, and the significant problems and issues that confront management. State problems/issues as clearly and precisely as you can. Unless it is necessary to do so for emphasis, avoid recounting facts and history about the company.

#### **2. Analysis and Evaluation**

This is usually the hardest part of the report. Check out marketing, production, managerial competence, and other factors underlying the organization's strategic successes and failures. Decide whether the firm has valuable resource strengths and competencies and, if so, whether it is capitalizing on them. Check to see if the firm's strategy is producing satisfactory results and determine the reasons why or why not. Probe the nature and strength of the competitive forces confronting the company. Decide whether and why the firm's competitive position is getting stronger or weaker.

#### **3. Recommendations**

The final section of the written case analysis should consist of a set of definite recommendations and a plan of action. Your set of recommendations should address all of the problems/issues you identified and analyzed. Obviously, your recommendations for actions should offer a reasonable prospect of success. State how your recommendations will solve the problems you identified. Be sure the company is financially able to carry out what you recommend; also check to see if your recommendations are workable in terms of acceptance by the persons involved, the organization's competence to implement them, and prevailing market and environmental constraints.

State your recommendations in sufficient detail to be meaningful. Avoid ambiguous statements such as "the organization should do more planning" or "the company should be more aggressive in marketing its product." The importance of learning to develop good judgment in a managerial situation is indicated by the fact that, even though the same information and operating data may be available to every manager or executive in an organization, the quality of the judgments about what the information means and which actions need to be taken does vary from person to person.

In writing your analysis and evaluation, bear in mind four things:

- a. You are obliged to offer analysis and evidence to back up your conclusions. Do not rely on unsupported opinions, over-generalizations, and platitudes as a substitute for tight, logical argument backed up with facts and figures.
- b. If your analysis involves some important quantitative calculations, use tables and charts to present the calculations clearly and efficiently, highlight the conclusions to be drawn from the exhibits.
- c. Demonstrate that you have command of the strategic concepts and analytical tools to which you have been exposed. Use them in your report.
- d. Your interpretation of the evidence should be reasonable and objective. Be wary of preparing a one-sided argument that omits all aspects not favorable to your conclusions.