

Course	MNGT 5650 MANAGEMENT AND STRATEGY
Term	SPRING 1, 2008
Instructor	Name: STEVEN MODRCIN Phone: 913-558-4666 Email: VUKJEDAN@AOL.COM stevenmodrcin91@webster.edu
Catalog Description	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.
Prerequisites	None; recommended, 12 credit hours of master's level courses.
Course Level Learning Outcomes	After completing this course students will be able to: <ul style="list-style-type: none"> • Explain the whole and parts of the Strategic Management process. • Describe the roles which the general manager and middle managers play within the hierarchy of strategies. • Use SWOT analysis to analyze the situation of a firm and its industry. • Illustrate the relationship between a firm's value chain configuration and competitive advantage. • Explain the different forms of strategy, such as generic, directional, diversification, and international. • Identify the nature and triggers of strategic change. • Apply ethics and leadership principles to strategizing. • Case Analysis: <ul style="list-style-type: none"> ○ Applying the knowledge of previous objectives in conducting case analyses of firms and industries. ○ Develop analysis recommendations and defend them in both oral and written formats.
Materials	Strategic Management: Creating Competitive Advantages Gregory Dess 3 rd edition ISBN# 0-07-326721-X Richard D. Irwin You can call MBS direct at 800-325-3252 and give your school name, site or program and course number or access the Virtual Bookstore at http://msbdirect.net/webster .
Grading	1.) Weekly class presentations: 20% of final grade 100 points

	<p>Students will present the chapters to the class each week. Students will be graded on the clarity of the presentation and their ability to answer questions posed by classmates and instructor.</p> <p>2.) Term paper and presentation: 40% of final grade. 200 points Students will prepare a term paper and Power point presentation on the present business strategy utilized by a company of their choice. 5 sources documented.</p> <p>3.) Mid term and final exams: 40% of final grade 200 points</p> <p>The GRADUATE catalog provides these guidelines and grading options:</p> <ul style="list-style-type: none"> • A/A- Superior graduate work • B+/B/B- Satisfactory graduate work • C Work that is barely adequate as graduate-level performance • CR Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. • F Work that is unsatisfactory • I Incomplete work • ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. • IP In progress • NR Not reported • W Withdrawn from the course
Activities	<p>Student lectures, case studies, class discussion, quizzes</p> <p>Note: students are encouraged to bring articles from newspapers and magazines for class discussion. Topics should include articles on corporate strategy, ethics and business trends and innovations.</p>
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 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</p>

	<p>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>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.</p> <p>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>
Course Policies	none
Weekly Schedule	<p>Week 1</p> <ul style="list-style-type: none"> • Introduction to the course and syllabus review. Share experiences and learning expectations. Practical demonstration of strategic thinking in business. • Teaching philosophy and keys to critical thinking, perspectives on economic conditions and income. • Chapter 1 • What is strategy? How does it evolve? • Strategy and ethics • “Ideas are easy; its execution that is hard” Jeff Bezos Amazon.com <p>Week 2 – Chapter 2</p> <ul style="list-style-type: none"> • Strategic vision • 5 phases of strategic development • Why is implementation difficult • Chapter 3

- Industry and competitive environment
- What factors drive change
- KSFS

Week 3

- Chapter 4
- SWOT analysis
- Value chain
- Priorities
- Chapter 5
- 5 generic strategies – strengths and weaknesses

Week 4

- Chapter 6.
- Alliances and partnerships
- Merger and acquisition (M&A)
- Outsourcing – (it is always good!!)
- Taking the offensive
- Chapter 7
- Going global – Why??
- Offensive strategies
- Alliances with foreign companies
- **mid term exam – chapters 1-6**

Week 5

- Chapter 8 – finding the right “fit”
- Emerging industry
- High velocity change
- Maturing industry
- Declining industry
- Sustaining growth and leader strategies
- Chapter 9
- Diversification
- Related or unrelated

Week 6

- Chapter 10
- Strategy and ethics – can you teach ethics from a book?
- Company culture
- Social responsibility
- Chapter 11
- Principled managerial components of strategy execution
- Structure and strategy
- How much responsibility and authority?

Week 7

- Chapter 12
- Relationship between policies, procedures and execution
- Best practices, TQM and Six Sigma

	<ul style="list-style-type: none"> • Information systems • People respond to incentives ...and punishment • Chapter 13 • Corporate culture and leadership • Core values • Importance of social responsibility as a product differentiation strategy <p>Week 8</p> <ul style="list-style-type: none"> • Course wrap up and review • Economics and strategy • Nash equilibrium • Measurements of success • Student presentations <p>Week 9</p> <ul style="list-style-type: none"> • Student presentations and tem papers and final exams due • Leadership and new ideas of customer service. • <u>First Break All The Rules</u>
Additional Information	<p>Students must read chapter assignments and be prepared to discuss the content. Additional support and case study materials provided by instructor to emphasize and clarify strategic concepts. Students are encouraged to relate experiential knowledge in this course.</p>