

Course	MNGT 4900 Managerial Policies and Strategies	
Term	Summer 2009	
Instructor	Name: Wally Lovett Phone: 816-924-4234 Email: lovettwa@webster.edu or lovettwa@sbcglobal.net	
Catalog Description	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.	
Prerequisites	Completion of other courses in the area of emphasis.	
Course Level Learning Outcomes	<p>Upon completion of this course the student should be able to:</p> <ul style="list-style-type: none"> • Identify the phases of the strategy process and the tasks required under each. • Conduct a business-level SWOT Analysis. • Describe the interrelationships among strategy, policy, and competitive advantage. • Differentiate among the three levels of the strategy hierarchy – corporate, business, and functional – and the activities of each. • Given a business case, analyze the firm’s situation and recommend strategic initiatives to improve the firm’s competitiveness. 	
Materials	<p>Text: Wheelen & Hunger. 2006. <i>Strategic Management & Business Policy</i>, 10th ed. (Pearson.) ISBN = 0-13-149459-7.</p> <p>The book may be obtained through MBS Direct Books at 1-800-325-3252 or www.mbsdirect.net.</p>	
Grading	<p>Grading Scale</p> <p>A = 360 or Above B = 320 - 359 C = 280- 319 D = 240 - 279 F = Below 240</p>	<p>Graded Events</p> <p>Midterm Exam 100 Team Case Analysis 80 Final Exam 100 Participation <u>120</u> Total Points 400</p>

<p>Activities</p>	<p>Midterm Exam A mix of multiple choice, short answer and essay on Chapters 1 through 5, and the two related discussion cases, Glaxo and eBay.</p> <p>Team Case Analysis Using a variation of the Strategic Audit format (Chap. 15), a team of four students will analyze a business case from the text and present its results to the class. A separate handout will explain details of this assignment.</p> <p>Final Exam A mix of multiple choice, short answer and essay on Chapters 6, 7, 8, 9 and 11, and the two related discussion cases (TBA), and your Team Case.</p> <p>Participation (15 Points x 8 Classes) You get points for both the quality of your classroom discussion and teamwork, and the write-up of answers to discussion questions. <i>Discussion Questions.</i> Each week, you will get a Pre-Assignment Detail Sheet containing the study questions for the next class period. Type up 2-3 pages of answers to the questions and turn them in at the beginning of class. Make a second copy so you can use the answers during class discussion.</p>	
<p>Policy Statements: University Policies</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><i>Academic Honesty</i> 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><i>Drops and Withdrawals</i> 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><i>Special Services</i> 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><i>Disturbances</i> 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><i>Student Assignments Retained</i> 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 <i>or project</i>.</p> <p><i>Contact Hours for this Course</i> 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>
<p>Course Policies</p>	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to change the overall course grade weighting. Any changes will be announced in class.</p> <p style="text-align: center;">Disruptive Behavior/ Cell Phones / Beepers</p> <p>Students who are interfering with the education of others will be asked to stop the improper action. If this behavior continues, the student will be asked by the instructor for a conference. If this behavior continues, the student will be asked to withdraw from the class. Due to the interactive nature of this course, all cell phones/beepers must be turned off during class</p>

Weekly Schedule		Pre-Assignment: See Week 1 / Pre-Assignment Detail Sheet, p. 4.
	Week 1	<p>Topics: Introduction</p> <ul style="list-style-type: none"> • Class Overview • Readings: Chapters 1 and 2 • Case Analysis – Strategic Audits <p>Assignments for Week 2</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet
	Week 2	<p>Topics: Ethics, Environmental Analysis</p> <ul style="list-style-type: none"> • Readings: Chapters 3 and 4 • Case 4: GlaxoSmithKline’s Retaliation <p>Assignments for Week 3</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet
	Week 3	<p>Topics: Internal Scanning and Organizational Analysis</p> <ul style="list-style-type: none"> • Chapter 5 • Case 9: eBay Inc. <p>Assignments for Week 4</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet
	Week 4	<p>Topics: Midterm; Corporate Strategy</p> <ul style="list-style-type: none"> • Midterm Exam (Chaps. 1-5, Cases A and B) • Chapter 7 (selections) • Team Time – Case Analysis <p>Assignments for Week 5</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet
	Week 5	<p>Topics: Formulation: Business and Functional Strategies</p> <ul style="list-style-type: none"> • Readings: Chapters 6 and 8 • Read Chapter 8 • Case C: Lowe’s Companies, Inc. • Team Time – Case Analysis <p>Assignments for Week 6</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet
	Week 6	<p>Topics: Implementation: Organizing</p> <ul style="list-style-type: none"> • Read Chapter 9 • Case D: H.J. Heinz Co. • Team Time – Case Analysis <p>Assignments for Week 7</p> <ul style="list-style-type: none"> • See Pre-Assignment Detail Sheet

	<p>Week 7 Topics: Evaluation and Control</p> <ul style="list-style-type: none"> • Team Presentations • Peer Evaluations due • Read Chapter 11 • Case D: H.J. Heinz Co. <p>Assignments for Week 8</p> <ul style="list-style-type: none"> • Prepare for Final Exam 	
	<p>Week 8 Topic: Final Exam</p> <ul style="list-style-type: none"> • Group Discussion • Final Exam (Ch. 6, 7, 8, 9, 11, and Cases C and D) 	
<p>Additional Information</p>	<p>NONE</p>	