

<b>Course</b>	Fall 1, 2008 <b>MNGT 5650 – Management &amp; Strategy - LAAFB</b>
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<b>Catalog Description</b>	Strategic management refers to managerial decisions and actions that influence the long-run direction and performance of an organization. This course introduces the basic analytical concepts and processes underlying environmental scanning, strategy formulation, strategy implementation, and evaluation and control of strategies. The course also addresses specific topics, including the central role of the organization's purpose in formulating effective strategy, the identification, development, and leveraging of core competencies, the increasing use of strategic alliances, globalization and strategy, and the organization's ability to develop and sustain competitive advantages.
<b>Prerequisites</b>	Students must successfully complete MNGT 5000, and be familiar with organizational structure.
<b>Learning Outcomes</b>	<p>The mission of the course is to explore why good strategic management leads to good organizational performance, to present basic concepts and tools of strategic analysis, and to introduce students to the methods of formulating well-conceived organizational strategy and executing it competently. Specifically, the course addresses top- and mid-level management's roles and responsibilities as they relate to the major tasks of strategic management:</p> <ul style="list-style-type: none"> <li>• clarifying the organization's mission and developing a strategic vision;</li> <li>• setting strategic objectives;</li> <li>• crafting (formulating) strategy;</li> <li>• implementing and executing the strategy; and evaluating performance and initiating corrective adjustments.</li> </ul> <p>Another purpose of the course is to help students become more conscious of the importance of exemplary ethical principles, sound personal and organizational values, and socially responsible management practices.</p> <p>Use of the case method is used to improve analytic abilities. By analyzing appropriate cases, the students will learn to apply concepts to facts, integrate different concepts, and develop their analytical abilities.</p> <p>Because courses in finance and accounting are not required courses in the M.A. in Management program, detailed financial analysis ("heavy number-</p>

	<p>crunching”) will not be a primary focus of case analyses.  The basic strategic management process and the role of top management.</p> <ul style="list-style-type: none"> <li>• Establishing strategic direction (role of mission and vision statements)</li> </ul> <p>. Environmental scanning, and industry and competitive analysis (SWOT and other analysis tools/techniques).</p> <ul style="list-style-type: none"> <li>• Evaluating organizational resources and competitive capabilities (SWOT and other analysis tools/techniques)</li> <li>• Identifying strategic issues</li> </ul> <p>Strategy formulation (corporate, business, operational and functional-level strategies)</p> <ul style="list-style-type: none"> <li>• Strategy implementation and control (creating a strategy-supportive organization structure, allocating resources, building organizational capabilities, managing the organization’s internal systems and processes (monitoring and control), motivating strategy-supportive behaviors, building ethics into the corporate culture, and exercising strategic leadership).</li> </ul> <p>Strategic management in special areas, such as not-for-profit and government organizations, and entrepreneurial small/medium sized business enterprises.</p> <p>During this course students should critically analyze and discuss cases with the objectives of:</p> <ul style="list-style-type: none"> <li>• Developing the skills needed for effective case analysis</li> </ul>
<p><b>Textbook</b></p>	<p><b>Wheelen, T. &amp; Hunger, J.D. (2004). <u>Strategic Management and Business Policy</u> (11<sup>th</sup> Ed. <i>latest</i>) Prentice-Hall. ISBN-10: 013232346X ISBN-13: 9780132323468</b></p> <p><b>Supplemental Readings:</b> Business Week, Fortune, Forbes, Wall Street Journal, Harvard Business Review, and various other business periodicals. The impact of current business events and journal article readings pertinent to chapter material will be discussed during most class sessions. Each student will be responsible for providing a review/presentation of an article/reading, and initiating a discussion concerning its implications</p> <p>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 <a href="http://bookstore.mbsdirect.net/WEBSTER.HTM">http://bookstore.mbsdirect.net/WEBSTER.HTM</a>.</p>
<p><b>Grading</b></p>	<p>Course grade will be based on the following components and course</p>

	<p>percent allocations:</p> <p>Attendance, <u>active</u> participation, and article/reading presentation 15%</p> <p>Case studies –other than final exam 25%</p> <p>Two multiple choice exams on course material from text &amp; lectures 30%</p> <p>Final exam (case study) 30%</p> <p>100-93 = A 92-90 = A- 89-87 = B+ 86-83 = B 82-80 = B- 79-70 = C 69 and below = F</p>
<b>Activities</b>	As stated in Weekly Schedule.
<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> 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 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>  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 Policy</b>  The University reserves the right to drop students who do not attend class the first week of the term/semester. Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor directly. The instructor may give ample 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 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 from the instructor should withdraw from the class. Instructor contact information is available on all syllabi. Please make sure to contact your instructors directly regarding an absence. Masters degree courses meet for nine weeks.</p>
<p><b>Course Policies</b></p>	<p><b>Diligence</b>  Students are expected to complete all written and reading assignments prior to the class meeting. Written work should be in APA format and meet university-level quality standards. A set of specific expectations will be distributed and discussed at the first class meeting.</p>
<p><b>Weekly Schedule</b></p>	<p>Week One: Introduction to course. Discuss course requirements, evaluation, case method, etc. Discuss assignments, and assign business articles/readings for oral presentations and discussion in class throughout the course. Cover chapters 1 &amp; 15.</p> <p>Week Two: Discuss chapters 2 and 3, presentations of business article/reading, discuss and turn in case # 1, (Recalcitrant Director):.</p> <p>Week Three: Discuss chapters 4 &amp; 5, presentations of business article/reading, discussion of end-of-chapter questions &amp; exercise.</p> <p>Week Four: Exam # 1 (chapters 1-5), discuss chapters 6 &amp; 7, discuss requirements for case #17 (Kmart), due next session.</p> <p>Week Five: Discuss and turn in case #17, (Kmart), presentations of</p>

	<p>business articles/reading, discuss chapter 7.</p> <p>Week Six: Exam # 2 (chapters 6-8), discuss chapter 9, discuss requirements for case (to be announced in class), due next session.</p> <p>Week Seven: Discuss and turn in case announced in week six, presentation of business article/reading, discuss chapters 10 and 11.</p> <p>Week Eight: Discuss chapters 11-13, presentation of business article/reading, identify case for final exam.</p> <p>Week Nine: Final exam- case study</p>
	<p><b>Assignment Preparations and Presentations:</b> Preparation of Written Case Assignments</p> <p>Written case assignments are to be completed on an individual basis. It is expected that their content will reflect independent individual thoughts and analysis rather than the work of others. Any requirements regarding the subject of written case assignments will be disseminated at least one week prior to the assignment's due date. Suggestions regarding the preparation of written case assignments and oral presentations may be found in the Wheelen/Hunger text in Chapter 14, "Introduction to Case Analysis," and its appendices.</p> <p>Grades for written case analysis will be awarded for:</p> <ul style="list-style-type: none"> <li>• The thoroughness with which the paper identifies the problems facing the company and the clarity with which issues in need of management attention are specified.</li> <li>• The breadth and depth of strategic analysis that demonstrates student utilization of the tools and techniques presented by the text, lectures, class discussions, and distributed materials.</li> <li>• The practicality, depth and breadth of recommendations for management action, and the efficacy of evidence offered to support such recommendations.</li> </ul> <p>Writing Quality and Format:</p> <p>Written case presentations are to be typed (double-spaced and 12 point type font) and must incorporate correct spelling, grammar, sentence structure, cover sheet, and graduate level communication skills. In addition, all written submissions must be in the student's choice of an accepted format such as APA, MLA or the like. The use of software to assist in such formal formatting is permitted and encouraged. Significant weaknesses in any of</p>

	<p>these areas will result in a full one-letter grade reduction.</p> <p>Timely Submission</p> <p>Written case analyses are due on the day scheduled. Cases submitted after that date will lose a half grade for the first week late and a full grade for each week thereafter. <u>The instructor retains the right to make changes to the syllabus.</u> If this should occur, the student will know before the changes are made.</p>
<b>Additional Information</b>	<p>Students must have the assigned course textbook and an approved syllabus in their possession at the first class meeting. All assignments and exams are to be typewritten in APA format. The case project will require a minimum of seven cited academic-grade reference sources. The best way to accomplish this requirement is through the use of the Webster Eden Library PASSPORTS system. You are encouraged to make use of the Webster On-Line Writing Center. All assignments are due at the beginning of class for the week under which they are listed. This includes the assignments due the first week. A grade penalty will be assessed on late submissions. The term project will, and other written submissions may, be submitted to <a href="http://www.turnitin.com">www.turnitin.com</a> and other plagiarism detection services. The <i>Turnitin</i> class ID for this term is 1419542, and the password is “albert”. The settings are such that you may view your results prior to submitting for grade, and it is strongly suggested that you do so.</p>