

Course	MNGT 4900 Managerial Policies and Strategies												
Term	Fall 2, 2008												
Instructor	Name: Margaret W. Reed Phone: 310-607-8006 Email: mreed@webster.edu												
Catalog Description	This 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. Prerequisite: completion of the other courses in the area of emphasis.												
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Course Level Learning Outcomes	Upon completion of this course the student should be able to: <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	Text: Thompson, Strickland and Gamble. 2008. <i>Crafting & Executing Strategy</i> , 16 th ed. McGraw-Hill Irwin.) ISBN: 978-0-07-338124-4; ISBN: 0073381241.												
Grading	<table border="0"> <tr> <td colspan="2">Graded Events</td> </tr> <tr> <td>Project</td> <td>30</td> </tr> <tr> <td>Midterm Case Study</td> <td>20</td> </tr> <tr> <td>Exercises</td> <td>40</td> </tr> <tr> <td>Case Study</td> <td>10</td> </tr> <tr> <td>Total Points</td> <td>100</td> </tr> </table>	Graded Events		Project	30	Midterm Case Study	20	Exercises	40	Case Study	10	Total Points	100
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Activities	There is a lot of writing in this class. Your project paper must be written												

	<p>above the 13th Flesch-Kincaid grade level. Equal weighting will be applied to your paper. You WILL be graded based on content as well as structure, grammar, and APA formatting. Things you can do to ensure a well prepared paper are:</p> <ul style="list-style-type: none"> • Use at least three references in your paper. Only one reference will be from an internet source. WIKIPEDIA sources will NOT be accepted. • Ask someone to proof-read your paper and your weekly answers to the questions • Ensure there are no fragments and your sentences are complete. Use proper punctuation. • YOU MUST double-space your paper and your weekly answers or they will NOT be accepted. • Read your paper and the answers to the questions. Do they make sense? Is it easily understood? • If you wait until the last minute to research and write your paper or answer the weekly questions, the instructor will know it. Your work will be graded accordingly. • The case studies and project paper are 60% of your grade. It deserves 60% of your time in this course
<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>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 refund and for withdrawing from a course with a partial refund.</p> <p>Special Services 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>Disturbances Since every student is entitled to full participation in class without interruption, all students are expected to be in class and prepared to begin</p>

	<p>on time. All pagers, wireless phones, or other electronic devices must be turned off, or switched to vibrate, when you enter the classroom. Disruption of class, whether by latecomers, noisy devices, or 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>
<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>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		
Week 1 10-21 & 10-23	<hr/> <ul style="list-style-type: none"> • Class Overview • Readings: Chapter 1 What is Strategy and Why it is important and Chapter 2 Managerial Process of Crafting and Executing Strategy • Exercise 1, p 17 • Exercise 1 and 2, p 47 <p><i>Assignment for week 2</i></p> <ul style="list-style-type: none"> • Read Chapter 3 Evaluating a Company's External Environment • Pick an industry and a business unit for your class project • Exercise 2, p 93 <hr/>	
Week 2 10-28 & 10-30	<ul style="list-style-type: none"> • Movie-Seven Brides for Seven Brothers. • Group assignment: look for and detail Mission, vision, strategy, and policies for each of the four groups in movie. Due week three. <p><i>Assignment for week 3</i></p> <ul style="list-style-type: none"> • Read Chapter 4 Evaluating a Company's Resources and Competitive Position • Case Study: Competition in the Bottled Water Industry in 2006 Due week three <hr/>	
Week 3 11-4 & 11-6	<ul style="list-style-type: none"> • Readings: Chapters 3 Evaluating a Company's External Environment • Exercise 2, p 93 • Chapter 4 Evaluating a Company's Resources and Competitive Position • Case Study: Competition in the Bottled Water Industry in 2006 Discussion <p><i>Assignment for week 4</i></p> <ul style="list-style-type: none"> • Read Chapter 5 The Five Generic Competitive Strategies • Prepare for Midterm Case Study – take home Due week four <hr/>	
Week 4 11-11 & 11-13	<ul style="list-style-type: none"> • Chapter 5 The Five Generic Competitive Strategies • Midterm Case Study Monitoring Foreign Suppliers: The challenge of detecting unethical practices Discuss • Project Time – Work on Executive Summary and <hr/>	

	<p style="text-align: center;">Company Background Due week five</p> <p><i>Assignment for week 5</i></p> <ul style="list-style-type: none"> • Read Chapter 6 Supplementing the Chosen Competitive Strategy and Chapter 8 Tailoring Strategy to Fit Specific Industry and Company Situations • Exercise 1, p 192 <hr/> <p>Week 5 11-18 & 11-20</p> <ul style="list-style-type: none"> • Chapter 6 Supplementing the Chosen Competitive Strategy and Chapter 8 Tailoring Strategy to Fit Specific Industry and Company Situations • Exercise 1, p 192 • Project Time – Vision, mission and value statements Due week six <p><i>Assignment for week 6</i></p> <ul style="list-style-type: none"> • Read Chapter 9 Diversification, Chapter 10 Strategy, Ethics, and Social Responsibility <hr/> <p>Week 6 11-25 & 11-27</p> <ul style="list-style-type: none"> • Chapter 9 Diversification, Chapter 10 Strategy, Ethics, and Social Responsibility • Project Time – Environmental Analysis Due week seven (SWOT) <p><i>Assignments for Week 7</i></p> <ul style="list-style-type: none"> • Read Chapter 11 Building an Organization Capable of Good Strategy Execution <hr/> <p>Week 7 12-2 & 12-4</p> <ul style="list-style-type: none"> • Chapter 11 Building an Organization Capable of Good Strategy Execution • Project Time – Long Term Objectives and Strategic Analysis and Choice Due week eight <p><i>Assignment for week 8</i></p> <ul style="list-style-type: none"> • Read Chapter 12 Managing Internal Operations and Chapter 13 Corporate Culture and Leadership • Project – Financial Projections and Analysis <hr/> <p>Week 8 12-9 & 12-11</p> <p>Distance Ed</p> <ul style="list-style-type: none"> • Chapter 12 Managing Internal Operations and Chapter 13 Corporate Culture and Leadership • Project Time - Financial Projections and Analysis, Critical Success Factors and Controls and Evaluation Due week nine <p><i>Assignment for week 9</i></p> <ul style="list-style-type: none"> • Turn in project paper • Presentation of projects - Each student will prepare a PowerPoint presentation
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	Week 9 12-16 & 12-18	<ul style="list-style-type: none">▪ Projects due▪ Presentations due NO LATE PROJECTS
Additional Information	Instructor's time is upon request.	