

Course	MNGT 6000: Integrated Studies in Management
Term	Fall II, 2009
Instructor	Name: Edward Leardi Phone: (618) 656-3917 Email: eleardi@webster.edu
Catalog Description	In this capstone course, the student is expected to synthesize and integrate the conceptual and theoretical knowledge and understanding acquired in the curriculum by use of case study analysis, a research project, or management plan. The emphasis is on the student's development of written analytic material that can be utilized for program assessment as well as individual student assessment.
Prerequisites	Completion of all other required courses in this major. The student should be able to write clear and concise papers. The student should also have a background in management theory as provided by MNGT 5000.
Course Level Learning Outcomes	<ol style="list-style-type: none"> 1. To develop students' capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage. 2. To build students' skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide them with a stronger understanding of the competitive challenges of a global market environment. 3. To give students hands-on experience in crafting business strategy, reasoning carefully about strategic options, to develop and evaluate alternatives, and make strategic decisions. 4. To improve students' ability to manage the organizational process by which strategies get formed and executed. 5. To integrate the knowledge gained in earlier core courses in the business school curriculum.
Materials	<p>REQUIRED TEXT: Thompson, Strickland, and Gamble, <u>Crafting and Executing Strategy</u>, 17th Edition, McGraw-Hill Publishers. ISBN: 0-07-806939-4. NOTE: You must purchase a new copy of this textbook (or keep the text you purchased for MNGT 5650) or you will not be able to access the online "Guide to Case Analysis". Do not purchase the concept or case book alone.</p> <p>SUPPLEMENTAL READINGS: None. Instructor will have class handouts.</p>

Grading	<ol style="list-style-type: none"> 1. The seminar is built around student participation in case analysis. The complete success of the seminar thus depends on your enthusiastic involvement. 2. <u>Attendance is critical.</u> If serious difficulties, i.e. TDY prevent your attendance for more than two sessions, please check with me. It will be critical for you to develop a strategy to “cover” materials that are missed. 3. The grade for the course will be made up of two parts: <ol style="list-style-type: none"> 1) 90% for case studies and quality of analysis. Each student will prepare written (typed) analysis of four (4) case studies. 2) 10% for class participation.
Activities	Discussion, points of view demonstrations, and case analyses.
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 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</p>

	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.																														
Course Policies	<p>Participation Policy:</p> <p>The participation grade will be based on the quantity of high-quality participation. This concept will be based more upon the willingness to share, exchange, and engage your fellow students than on right and wrong answers.</p>																														
Weekly Schedule	<p>SCHEDULE OF REQUIRED READINGS, CLASS PARTICIPATIONS, AND ASSIGNMENTS, LECTURES, DISCUSSION, STUDENT PRESENTATIONS AND EXAMINATIONS</p> <table border="1"> <thead> <tr> <th>Case :</th> <th>CASE:</th> <th>LECTURE & DISCUSSION TOPICS:</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Introduction Be prepared to discuss Whole Foods Market in 2008 (Page C-2)</td> <td>The Strategic Management Process The Manager as Chief Strategy Maker & Implementer/Strategy in Organizations</td> </tr> <tr> <td>2</td> <td>Apple, Inc. (Page C-145) (Written analysis and class discussion)</td> <td>Environment and Industry Analysis Analyzing a Company's Resources and Competitive Position</td> </tr> <tr> <td>3</td> <td>Corona Beer (Page C-248) Class discussion only</td> <td>Generic Strategies: Which to employ</td> </tr> <tr> <td>4</td> <td>The Challenges Facing E-Bay in 2008 (Page C-277) (Written analysis and class discussion)</td> <td>Strategy and Competitive Analysis</td> </tr> <tr> <td>5</td> <td>Addidas in 2008 (Page C-332) (Class discussion only)</td> <td>Tailoring Strategy</td> </tr> <tr> <td>6</td> <td>Dilemma at Devil's Den (Page C-364) (Written analysis and class discussion)</td> <td>Competing in Foreign Markets, Diversification</td> </tr> <tr> <td>7</td> <td>Wal-Mart Stores in 2008 (Page C-367) (Class discussion only)</td> <td>Strategy Execution</td> </tr> <tr> <td>8</td> <td>Shangri-La Hotels, (Page C-432) (Written analysis and class discussion)</td> <td>Corporate Culture and Leadership</td> </tr> <tr> <td>9</td> <td>Wrap Up – 4 hour session</td> <td></td> </tr> </tbody> </table>	Case :	CASE:	LECTURE & DISCUSSION TOPICS:	1	Introduction Be prepared to discuss Whole Foods Market in 2008 (Page C-2)	The Strategic Management Process The Manager as Chief Strategy Maker & Implementer/Strategy in Organizations	2	Apple, Inc. (Page C-145) (Written analysis and class discussion)	Environment and Industry Analysis Analyzing a Company's Resources and Competitive Position	3	Corona Beer (Page C-248) Class discussion only	Generic Strategies: Which to employ	4	The Challenges Facing E-Bay in 2008 (Page C-277) (Written analysis and class discussion)	Strategy and Competitive Analysis	5	Addidas in 2008 (Page C-332) (Class discussion only)	Tailoring Strategy	6	Dilemma at Devil's Den (Page C-364) (Written analysis and class discussion)	Competing in Foreign Markets, Diversification	7	Wal-Mart Stores in 2008 (Page C-367) (Class discussion only)	Strategy Execution	8	Shangri-La Hotels, (Page C-432) (Written analysis and class discussion)	Corporate Culture and Leadership	9	Wrap Up – 4 hour session	
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