

Course	MNGT 5650/71 Management and Strategy
Term	Spring 2, 2008
Instructor	Mr. Jason O. Breitfeller, PMP Phone: 321-806-8664 Email: jbreitfeller@breitideas.biz Office Hours: 30 Minutes Prior to Class
Catalog Description	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.
Prerequisites	NONE
Course Level Learning Outcomes	<p>After completing this course students will:</p> <ul style="list-style-type: none"> • Explain the concept of strategy. • Explain the work of the general manager and the roles that middle managers play in the strategy process. • Explain some widely accepted prescriptive models for how organizations should go about developing their strategies. • Explain some formal ways of analyzing strategy. • Explain some “generic” forms a strategy can take. • Explain how strategies actually do form in organizations and why different processes may be effective in specific circumstances. • Explain the nature of strategic change, and why managing strategy is to manage change. • Explain additional forces that influence the strategy process: cognition, organization, technology, collaboration, globalization, and values. • Explain how all of the elements of the strategy process combine to suit particular <i>contexts</i>: start-ups; organizations where work processes are highly standardized; highly complex organizations organized primarily around experts; and situations in which the organization often must deal with complex technologies or systems under conditions of dynamic change. • Be able to analyze management strategy cases, generate and evaluate strategic alternatives, to make decisions as to the most feasible alternatives, and generate support for their recommendations to senior management. • Be able to defend their recommendations both orally and in written format.

Materials	<p>REQUIRED TEXTS: Thompson, A.A & Strickland, A.J. <i>Crafting and Executing Strategy: The Quest for Competitive Advantage</i> (15th Ed.). McGraw-Hill Irwin: ISBN 0073269808</p> <p>SUGGESTED SUPPLEMENTAL READINGS: Instructor will provide case studies throughout the class.</p>																																		
Grading	<p>NUMERICAL GRADE COMPUTATION</p> <table border="1" data-bbox="456 659 1313 1010"> <thead> <tr> <th>COURSE REQUIREMENTS:</th> <th>% OF GRADE</th> </tr> </thead> <tbody> <tr> <td>a. Class Preparation Activities</td> <td>15%</td> </tr> <tr> <td>b. Class Participation</td> <td>15%</td> </tr> <tr> <td>c. Mid-Term Exam</td> <td>20%</td> </tr> <tr> <td>d. Final Exam</td> <td>10%</td> </tr> <tr> <td>e. Team Presentation Activities</td> <td>20%</td> </tr> <tr> <td>f. Term Paper</td> <td>20%</td> </tr> </tbody> </table> <p>Taking the numerical score from the formula above and converting it to the appropriate letter grade from the chart determine the student's letter grading for the course.</p> <table border="1" data-bbox="683 1199 1084 1728"> <thead> <tr> <th>Letter Grade</th> <th>Numerical Score</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>96-100% (4.0)</td> </tr> <tr> <td>A-</td> <td>91-95% (3.67)</td> </tr> <tr> <td>B+</td> <td>87-90% (3.33)</td> </tr> <tr> <td>B</td> <td>82-86% (3.0)</td> </tr> <tr> <td>B-</td> <td>78-81% (2.67)</td> </tr> <tr> <td>C</td> <td>70-77% (2.0)</td> </tr> <tr> <td>F</td> <td>69 & below (0)</td> </tr> <tr> <td>I</td> <td>Incomplete (0)</td> </tr> <tr> <td>W</td> <td>Withdraw</td> </tr> </tbody> </table>	COURSE REQUIREMENTS:	% OF GRADE	a. Class Preparation Activities	15%	b. Class Participation	15%	c. Mid-Term Exam	20%	d. Final Exam	10%	e. Team Presentation Activities	20%	f. Term Paper	20%	Letter Grade	Numerical Score	A	96-100% (4.0)	A-	91-95% (3.67)	B+	87-90% (3.33)	B	82-86% (3.0)	B-	78-81% (2.67)	C	70-77% (2.0)	F	69 & below (0)	I	Incomplete (0)	W	Withdraw
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Activities	<ul style="list-style-type: none"> Students will prepare short summaries (write-ups) on assigned readings, including a section headed "Student(s)' Comments and Questions," that will serve as the basis for class discussion of the readings. Students will lead facilitated discussion of assigned readings. 																																		

	<ul style="list-style-type: none"> • Course uses short lectures to convey an understanding of mandatory topics. • Course uses short, moderately complex cases to promote analysis, understanding, and application of concepts and techniques, and to enhance decision-making capabilities. • There will be mid-term and final examinations.
<p>Policy Statements:</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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</p> <p>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 will be</p>

	<p>redacted from the assignment or project.</p> <p>Contact Hours for This Course It is essential that all classes meet for the instructional hours as scheduled. A class cannot be shortened in length. If a class is cancelled for any reason, it must be rescheduled.</p>
Course Policies	<p>Attendance at all class sessions is expected.</p> <p>Late weekly write-ups and written case assignments will be accepted if prior arrangements have been made with the instructor, but will be given reduced points based upon the number of class sessions it is late.</p>
Week 1 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 1 and 2. Prepare a one page whitepaper discussing, “What is strategy and why is it important”.</p> <p>CLASSROOM DISCUSSION TOPICS: Review syllabus. Discuss conduct of class and expectations. Discuss one page summaries. Discuss “why is a business model important to strategy”. Round-robin - “meet and greet” to prepare for team selection in week 2. Discuss the “strategy making pyramid”. Discuss Term Paper requirements (select a company from the textbook case studies, retrieve five years of annual reports, find “other” sources of information, develop a term paper describing the planned strategy and the actual execution that has occurred over the last five years, include an “armchair quarterback” section).</p>
Week 2 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 3 and 4. Prepare a two page SWOT analysis of your functional department within your place of employment.</p> <p>CLASSROOM DISCUSSION TOPICS: Discuss two page SWOT analyses. Discuss the “five forces model of competition”. Form teams for Strategic Management Presentation project. Discuss expectations for company selection (Companies may be selected from one of the 37 companies profiled in the textbook; team and individual selections cannot match).</p>
Week 3 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 5 and 6. Prepare a team presentation introducing your company selection. Include history and current operating activities.</p> <p>CLASSROOM DISCUSSION TOPICS: Team presentations for Company introduction. Discuss the “five generic competitive strategies”. Discuss alliance and M&A strategy. Discuss outsourcing strategies. Discuss the internet and how it can be strategically utilized.</p>
Week 4 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 7 and 8. Each student shall prepare a one-page whitepaper describing your thoughts on which of the five competitive strategies your “team presentation company”</p>

	<p>should take and why.</p> <p>CLASSROOM DISCUSSION TOPICS: Discuss two-page whitepapers with teammates and develop consensus for presentation to the class. Discuss globalization. Read and discuss HBR case study handout dealing with issues of Globalization. Discuss tailoring of generic strategy for specific scenarios. Discuss mid-term presentation requirements and exam questions.</p>
Week 5 Schedule	<p>PREPARATION FOR CLASS: Review chapters 1-8 in preparation for the mid-term exam. Prepare a team “heading-check” presentation of company strategic plan for class discussion.</p> <p>CLASSROOM DISCUSSION TOPICS: Mid-Term exam. (2 hours) Team presentations and class discussion of “heading check” presentations by teams.</p>
Week 6 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 9, 10 & 11. Prepare a one-page white paper on your personal strategy towards business ethics.</p> <p>CLASSROOM DISCUSSION TOPICS: Discuss Term Paper Progress. Discuss business ethics white papers. Discuss the “strategic execution process”. Discuss the role of “training” in overall strategy setting. Read and discuss HBR case study handout on Ethics.</p>
Week 7 Schedule	<p>PREPARATION FOR CLASS: Read Chapters 12 and 13. Prepare a two-page white paper on measurement and controls and how they can be effectively implemented for a successful strategy and why. Turn In As Homework a two (2) page white paper on how your company employs strategic planning. Student must discuss topic with functional leader that has responsibility for strategic planning.</p> <p>CLASSROOM DISCUSSION TOPICS: Discuss Quality Systems and their impact on business strategy. Discuss whitepapers on measurements and controls. Discuss the benefits and pitfalls of a strong corporate culture.</p>
Week 8 Schedule	<p>PREPARATION FOR CLASS: Team Presentations</p> <p>CLASSROOM DISCUSSION TOPICS: Team Presentations – classmates will serve as Senior Mgmt Sounding Board and will be responsible for critiquing and evaluating.</p>
Week 9 Schedule	<p>PREPARATION FOR CLASS: Term Paper. Review Chapters 1-13 in preparation for the Final Examination.</p> <p>CLASSROOM DISCUSSION TOPICS: Submit Term Paper, Final Exam</p>

PURCHASING TEXTBOOKS--Most textbooks can be purchased through **MBS Direct**. Check the syllabus for textbook information. Give MBS Direct the campus location (for the purpose of ordering books the campus is **Space Coast Campus**, course name, number and section number

(i.e. Space Coast Campus, COMP5000/64) and most important, the **title, author, edition, and ISBN** of the book you are ordering. MBS Direct will buy back your book at the end of the term should you elect not to retain it as a reference book. Order by phone or online. Orders should be placed no earlier than 4 weeks prior to the start of the term.

MBS Direct: 1-800-325-3252

MBS Direct Website is

www.mbsdirect.net/webster

Monday-Thursday 7am-10pm(Central Time)

Friday 7am-6pm (Central Time)

Saturday 8am-5pm (Central Time)

Sunday noon-4pm (Central Time)

In order to meet the course objectives this syllabus may be modified at the discretion of the instructor without approval of the students.

Original approved by:

Dr. Calvin D. Fowler Academic Dean Space Coast Region, February 4, 2008

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