



<b>Course</b>	<b>MNGT 5650 59 Management &amp; Strategy</b>
<b>Term</b>	Fall II, 2009
<b>Instructor</b>	Name: Dr. Millie Klein Phone: 830-981-5845 Email: <a href="mailto:kleinm@webster.edu">kleinm@webster.edu</a>
<b>Catalog Description</b>	Strategic management refers to long-term managerial decisions and actions that shape the organization's pursuit of competitive advantage. This course introduces the concepts and processes underlying environmental scanning, and strategy formulation, implementation, and control; students then apply this knowledge in case analysis. The course also addresses the roles of leadership and coordination in successful strategizing.
<b>Prerequisites</b>	None; recommended, 12 hours of master's level courses.
<b>Course Level Learning Outcomes</b>	After completing this course, students will be able to: <ul style="list-style-type: none"><li>• Explain the whole and parts of the Strategic Management process.</li><li>• Describe the roles which the general manager and middle managers play within the hierarchy of strategies.</li><li>• Use SWOT Analysis to analyze the situation of a firm and its industry.</li><li>• Illustrate the relationship between a firm's value chain configuration and competitive advantage.</li><li>• Explain the different forms of strategy, such as <i>generic</i>, <i>directional</i>, <i>diversification</i> and <i>international</i>.</li><li>• Identify the nature of and triggers of strategic change.</li><li>• Apply ethics and leadership principles to strategizing.</li><li>• Case Analysis<ul style="list-style-type: none"><li>○ Apply the knowledge of the previous objectives in conducting case analyses of firms and industries.</li><li>○ Develop analysis recommendations and defend them in both oral and written formats.</li></ul></li></ul>
<b>Materials</b>	Text: <i>Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases, III</i> , 17 <sup>th</sup> edition Authors: Arthur A. Thompson, Jr., John E. Gamble, and A.J., Strickland Publisher: McGraw-Hill Irwin. ISBN: 9780073530420 This textbook may be purchased in electronic format by going to <a href="http://www.coursesmart.com">www.coursesmart.com</a>

	<ul style="list-style-type: none"> <li>• Team Case Selections. Single-item purchase.</li> <li>• Selected Handouts.</li> </ul>	
<b>Grading</b>	<p><b>Graded Events</b></p> <p>Participation ..... 8%</p> <p>Team Research Paper .....40</p> <p>4 Concept Papers .... 12</p> <p>Final Exam ..... 40</p> <p style="text-align: right;"><b>Maximum Points 100</b></p>	<p><b>Grade Ranges</b></p> <p>A = 92.6 % or above</p> <p>A- = 90-92.5%</p> <p>B+ = 87.6-89.9%</p> <p>B = 87.5% to 82.6%</p> <p>B- = 80-82.5%</p> <p>C = 79.9-70%</p> <p>F = Below 70%</p>
<b>Activities</b>	<p><b>Participation</b></p> <p>Your participation score is determined by how well you contribute to discussions on the week's material and assigned class presentations.</p> <p>The <b>weekly schedule</b> in the syllabus gives the big picture for that week's class</p> <p><b>Final Examinations</b></p> <p>The final examination will be a comprehensive review of the text and lectures and will be application driven. It is expected that students not only be able to answer accurately and comprehensively about the content but be able to apply that content to the real world.</p> <p>See <b>Absences</b> under <i>Course Policies</i> for requirements on make-up work.</p>	
<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></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><b>Drops and Withdrawals</b></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</p>	

	<p>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 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><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>Student Assignments Retained</b> 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><b>Contact Hours for this Course</b> 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>
<b>Course Policies</b>	<p><b>Academic Dishonesty</b> Any student caught cheating or committing plagiarism may fail the class and be subject to further disciplinary action.</p> <p><b>Assignments</b> Assignments will not be accepted via e-mail. It is the student's responsibility to obtain handouts when absent</p> <p><b>Absences</b> Given the intensive nature of the course, I expect you to attend all classes. Attendance is reflected in course grade</p> <p><b>Syllabus Changes</b> This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p>

<b>Weekly Schedule</b>	<p><b>Pre-Assignment for Week 1</b></p> <p>For your first assignment, read Chapter 1 in your text.</p> <p><b>Orientation Items</b></p> <ul style="list-style-type: none"> <li>• <b>General Course Expectations</b></li> <li>• <b>Personal Information Card</b></li> <li>• <b>Weekly Assignments. Detailed Syllabus Matrix</b></li> </ul>
Week 1	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Course Orientation</li> <li>• Discuss Chap. 1 What is Strategy and Why Is It Important?</li> <li>• Discuss Chapter 2: The Managerial Process of Crafting &amp; Executing Strategy</li> </ul> <p>Assignment for Week 2</p> <ul style="list-style-type: none"> <li>• Read Chaps. 3 &amp; 4</li> <li>• Concept Paper # 1</li> </ul>
Week 2	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 3: Analyzing a Company's External Environment</li> <li>• Chap. 4: Analyzing a Company's Resources &amp; Competitive Position</li> </ul> <p>Assignment for Week 3:</p> <ul style="list-style-type: none"> <li>• Read Chaps.; 5 and 6</li> <li>• Concept Paper # 2</li> </ul>
Week 3	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chap. 5: The Five Generic Competitive Strategies</li> <li>• Chap. 6: Beyond Competitive Strategy</li> </ul> <p>Assignment for Week 4</p> <ul style="list-style-type: none"> <li>• Concept paper # 3</li> <li>• Read Chaps 7 &amp; 8</li> </ul>
Week 4	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Chapter 7: Competing in Foreign Markets</li> <li>• Chapter 8: Tailoring Strategy to Specific</li> </ul> <p>Assignment Week 5</p> <ul style="list-style-type: none"> <li>• Concept Paper # 4</li> <li>• Read Chaps 9 &amp; 10</li> </ul>
Week 5	<ul style="list-style-type: none"> <li>• Chapter 9</li> <li>• Chapter 10</li> </ul> <p>Assignment Week 6</p> <ul style="list-style-type: none"> <li>• Read Chaps 11 &amp; 12</li> </ul>
Week 6	<p>Topics:</p> <ul style="list-style-type: none"> <li>• Ch. 11: Corporate Strategy</li> <li>• Ch. 12: Designing Organizations for Advantage</li> </ul> <p>Assignment for Week 7:</p> <ul style="list-style-type: none"> <li>• Read Chap. 13</li> <li>• Complete Paper</li> </ul>

Week 7	Topics: <ul style="list-style-type: none"><li>• Chap. 13: Corporate Culture and Leadership</li><li>• Guest Speaker</li><li>• Paper Due</li></ul>
Week 8	<ul style="list-style-type: none"><li>• Paper Presentations</li><li>• Review for Exam</li></ul>
Week 9	Topics: <ul style="list-style-type: none"><li>• Final Exam</li></ul>