

**MGT 476W.02 Strategic Management and Policy  
Spring, 2008 – SHB 337**

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Office Hours: MW 8:30-9:30, 1-2, 3:30-5; TT 1-3 & by appt

**Text**

- Management, Dess, G., Lumpkin, G., & Eisner, A. (2007). McGraw-Hill Irwin: Boston, MA.

**Course Description**

- This class offers an integrative approach to developing business strategies and planning and implementation of strategic models at the organizational level. *Prerequisites: MGT 380, MKT 371, FIN 367, & Senior Standing.*
- This course builds on the analytical tools taught in previous core and required courses as the students learn to formulate strategies, make strategic decisions and create action plans for implementing those strategies and decisions. This course will culminate in a cross-functional team term project that will require the use of strategic analyses, strategic decision-making skills, and strategic formulation.

**Course Objectives**

- To help students understand the forces that drive firms beyond mere “survival” and toward outstanding performance. The content covered in this course is intended to provide a “toolkit” of ideas, analysis tools and theories that help the student develop and solidify their understanding of effective strategic management.
- To build and refine several skills essential in an increasingly competitive and dynamic global business environment. These skills include written communication, teamwork, written communication, oral presentation, written communication, research, written communication and critical/creative thinking skills. The goal is to integrate and build upon the skills in the student’s functional area of specialization (e.g. finance, marketing, management, etc.) and extend the student’s ability to think and act strategically.

**Learning Orientation:** In the strategic business context, by using the skills previously taught in required courses, this course will emphasize the skills needed to identify potential strategic issues and problems, determine the criteria to solve the problem, analyze the problem using the identified criteria, present potential solutions with criteria for a preferred solution, and presentation of the preferred solution.

**Grading**

NOTE: Class assignments will have both individual as well as team components

Participation/Exercises		Points	
• Case Studies – (1 Team, 1 Individual)		200	
• Quizzes (10 @ 10 points each)		100	
• Portfolio		100	400
<b>Exams</b>			
• Midterm		100	
• Final		100	200
<b>Team Presentations</b>			
• 1 <sup>st</sup> Presentation – Debate		100	
• 2nd Presentation – SBC Presentation		100	200
<b>Total Course Points</b>			800

Points:  
You need the following points to earn a grade of:

A = 720  
B = 640  
C = 560  
D = 480  
F = Below 480

**Notes**

- Portfolios are due on April 21<sup>st</sup> at the beginning of class (2:00 p.m.) – No exceptions. Late portfolios will result in a score of “zero” for the portfolio.
- All case assignments are due at the beginning of class (2:00 p.m.) – No exceptions. Late cases will result in a score of “zero” for the assignment.
- Debates will follow these guidelines: Introduction Pro & Con – 2-3 minutes each, Position Pro & Con – 5-7 minutes each, Rebuttal Pro & Con – 3-5 minutes each, question and answer session.
- The winning debate team will receive 10 extra credit points.
- The instructor reserves the right to change the syllabus/schedule according to the needs of the class and/or at his discretion.

**Administrative Information**

- **Student Absences on Religious Holy Days Policy:** Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination

or complete an assignment from which the student is excused within a reasonable time after the absence. University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). This request must be made in the first fifteen days of the semester or the first seven days of a summer session in which the absence(s) will occur. The instructor will complete a form notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Disabled Student Policy:** It is the policy of Sam Houston State University that no otherwise qualified disabled individual shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic or Student Life program or activity. Disabled students may request help with academically related problems stemming from individual disabilities from their instructors, school/department chair, or by contacting the Chair of the Committee for Continuing Assistance for Disabled Students and Director of the Counseling Center, Lee Drain Annex, or by calling (936) 294-1720.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.

Mgt 476W Topical Agenda – Spring 2008			
Date	Topic	Assignment	
January	16	Intro/Admin, Sentence & Climber Articles, strategy defined	Form teams; Cases
	21	<b>Martin Luther King Jr. Day</b>	<b>No Class</b>
	23	World Bank inter-group negotiation	Read Chapter 1
	28	Chapter 1, VMOS – Bank debrief, U-571 video, portfolio, debate formats, case analysis	
	30	Chapter 1, VMOS – SMART	Read Chapter 2
February	4	Chapter 2, General Environment / SWOT	
	6	Chapter 2, SWOT / Porter's 5-forces	<b>VMOS Due</b> (10 points)
	11	Chapter 2, Porter's 5-forces	
	13	GE Debate	<b>SWOT Due</b> (20 points), Read Chapter 5
	18	Chapter 5, Three Generic Strategies	
	20	Project X; Mintzberg	<b>Porter's Due</b> (20 points)
	25	<i>Independent Study # 1</i>	<i>Work on Group Case</i> , Read Chapter 3
	27	Chapter 3, Value Chain, VRIO	<b>Corp. &amp; Bus. Level strategies Due</b> (Generic strategies, 10 points)
March	3	Chapter 3, V/C Game	
	5	Pharmaceutical Debate	<b>Financial Analysis Due</b> (20 points), Read Chapter 6
	10	<b>Spring Break</b>	<b>No Class</b>
	12	<b>Spring Break</b>	<b>No Class</b>
	17	Chapter 6, Diversification, Integration	Read Chapter 7
	19	Chapter 7, International, Midterm review	<b>Recommendations Due</b> (20 points)
	24	Truman or Oil & Gas Debate	<b>Study!!!</b>
	26	<b>Midterm</b>	Read Chapter 10
	31	<i>Independent Study # 2</i>	<i>Work on Group Case</i> , Read Chapter 8
April	2	Chapter 10, WIS Exercise, Org Design & Structure	
	7	Chapter 8, Digital, SBC Overview	<b>Group Case Due</b>
	9	Guest Lecturer(s)	Work on Cases, Read Chapter 9
	14	Chapter 9, Corporate Governance, Strategic Controls, Reward systems (folly)	
	16	<i>Independent Study # 3</i>	Read Chapter 11 & 12
	21	Chapter 11, Strategic Leadership; Chapter 12, Entrepreneurship & Innovation	<b>Portfolio Due</b>
	23	NASA Exercise / Teams, course debrief, take care of Sam	
	28	SBC Presentation	
	30	SBC Presentation	
May	5	SBC Presentation	
	7	<b>Final Exam</b>	
	12	Final Exam O.S. or P.B. ***** 5:00 - 7:00 p.m. *****	