

Management 476
Strategic Management & Business Policy
Summer I, 2008

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Required Text: Dess, Lumpkin & Eisner, *Strategic Management*, 4th edition. (ISBN-10: 0-07-338121-7)

Course Objective: To learn the skills and concepts necessary to conduct a strategic audit and prepare appropriate recommendations. This course can be regarded as a capstone course for business majors, and will draw upon all that you have learned in your business courses.

Course Requirements:

1. **CASE ANALYSIS:** Student teams will be responsible for analyzing and presenting one of the cases on the schedule of assignments. The case analysis and presentation will be closely structured in accordance with guidelines to be received from the instructor. This is to be YOUR case analysis of the company based upon textual material and material available publicly through the library and the internet. You are not to contact the organization, or consult additional sources for assistance without the permission of the instructor. Samples of quality work will be on reserve in the TUC Reference Section, 3rd floor.

Individually, each student will submit a personal analysis of the case. This will be the basis for the written analysis grade. In the written analysis, individuals may use exhibits prepared for the oral presentation.

2. **TEAM ORAL PRESENTATION:** The team will be responsible for a complete oral presentation of the case. Each student is expected to participate in the presentation, and this will be the basis for the presentation grade. You will be graded by your team members on your contribution to the project. Additional information will be provided to assist in preparation of the presentation.

3. **EXAMINATIONS:** There will be two mid-term examinations, following chapters 5 and 9. Mid-term exams are take-home essays to be turned in at the beginning of class on the day they are due. There will be a final examination. It will be one essay question to be written in class.

4. **TEAM-BASED HOMEWORK:** Each session, each student team will submit typewritten homework which will parallel the chapters. The homework will reflect the actual firm analysis your team has under preparation. Instructions for preparation of the homework assignments will be given in class; supplemental materials will be available on Blackboard.

5. **ATTENDANCE:** Every student is expected to be in class for every session. SHSU policy permits three hours of absence. After these three hours have been expended, you will lose one (1) point off of your final grade for each additional absence. The only excused absences will be for medical reasons or death of an immediate family member. Each four-hour absence will result in a 4-point deduction.

6. COURSE EXPECTATIONS: You are expected to conduct yourself as professionals. This is a capstone business experience and as such can be regarded as a behavioral lab in which you are to model your best professional conduct. This pertains to attendance, participation, contributions, and preparation. If you do not understand what this means then perhaps you ought not be enrolled in this course.

7. CLASS DISCUSSION: Students are expected to stay abreast of breaking news events in business. It is strongly advised that you subscribe to the Wall Street Journal or consult other daily business publications in order to inform yourself. These will be the basis for class discussion.

8. GRADING SCHEME:	A	=	91-100
	B	=	81-90
	C	=	71-80
	D	=	65-70
	F	=	less than 65

9. ASSIGNMENT WEIGHTS:

10%	Homework Assignments
10%	Industry Analysis
15%	Midterm Exam 1
15%	Midterm Exam 2
30%	Case Analysis -- Written (individual)
15%	Case Presentation -- Oral (group)
5%	Final Examination

10: FINAL EXAMINATION: Final exam will be the last class meeting July 1. It will be one essay question, written in class, open book, open notes.

11. PLAGIARISM/ACADEMIC DISHONESTY: DO NOT PLAGIARIZE THE WORK OF OTHERS. PLAGIARISM/ACADEMIC DISHONESTY MAY RESULT IN A FAILING GRADE FOR THE COURSE. All work that is not your own MUST be clearly identified and source cited. Appropriate notation will be covered in class. Improper citation will result in a zero on the assignment. The copying of another student's work will result in failure of the course.

12. CALENDAR **Assignments:**

June	3	Chaps. 1-2	Organize Teams
	5	Chaps. 3-4	Team Charter, Vision & Mission
	10	Teamwork	Strategic Group Map & CPM due Competitor Analysis due
	12	Chaps. 5	Industry Analysis due
	17	Chap. 6-7	Exam I; Value Chain due
	19	Chaps. 8-9	General financial ratios (5) due Industry-specific ratios (5) due SWOT matrix due
	24		Pro Formas due (counts as two assignments) Evaluation and Control Program due

	26	Exam II 4 TEAM PRESENTATIONS
July	1	<i>Individual Papers Due</i> 4 TEAM PRESENTATIONS Final Examination , course evaluation

Religious Holy Days Policy: Students who are absent from class for observation of a religious holy day will be allowed to take an examination or complete an assignment scheduled for that day within one week of returning to class. The student, not later than the 15th. Calendar day after the first day of the semester, must notify the instructor of each scheduled class day that he or she will be absent for a religious holy day.

Disabled Student Policy: It is the policy of SHSU that no otherwise qualified disabled individual shall, solely by reason of his or her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program, or activity. Handicapped students may request academic assistance when needed from a Committee for Continuing Academic Assistance for Disabled Students by visiting the Director of the Counseling Center in the Lee Drain building.

Sam Houston Writing Center, located in Wilson 114, is open from 8 a.m. until 7 p.m. Monday-Thursday, 8 a.m. until 3 p.m. Friday, and 2 p.m. until 7 p.m. Sunday. Writing tutors will work with you one-on-one to help you generate, organize, or revise a draft of any assignment. Please drop by or call 936-294-3680 to schedule an appointment.

**Management 476
Grading Template
Case Analysis and Case Presentation**

_____	Table of Contents
_____	Executive Summary
_____	Vision Statement (5)
_____	Mission Statement (5)
_____	Strategic Group Map (5)
_____	Competitive Profile Matrix (5)
_____	Competitive Analysis, using the questions provided, complete a written summary profile of each of your competitors] (5)
_____	Industry Analysis [using the questions provided, complete a written analysis of your firm's industry and the competitive environment it faces] (10)
_____	Value Chain Analysis (5)*
_____	Statement of Financial Condition (based on 10 ratios) (10) [Analysis must include comparative data for three years and, as a minimum, incorporate the ratios you have evaluated for your firm]
_____	SWOT Matrix (10) [describe and discuss alternatives identified in each cell]
_____	Strategies Recommendations
	a. Recommend three strategies w/rationale (5)
	b. Outline the implementation plan for each strategy (5)
	c. Provide revenue and implementation cost estimates (3 years) (5)
_____	Pro Forma Financials [Income Statement & Balance Sheet] – Three years
	a. Show implementation of each strategy over three years (10) [Provide income statement and balance sheet for each strategy, and a consolidated income statement and balance sheet for all strategies combined]
	b. Calculate impact on performance ratios (5) [calculate these 5 ratios based upon the consolidated statements only]
_____	Recommended Procedures for Strategy Evaluation & Control Program (5) [There must be a separate evaluation and control program for each strategy]
_____	Mechanics (quality of presentation, writing, professionalism, etc. (5)

* Discuss each factor presented in the matrix. What is the justification for each factor?