

Management 476
Strategic Management & Business Policy
Spring, 2008
Tuesday & Thursday, 12:30 – 2:00 pm

Dr. Joseph Kavanaugh

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Office Hours: Mondays & Wednesdays by appointment
Tuesdays and Thursdays 8:00 – 11:30, 2:00 – 3:30 pm

Required Text: *Strategic Management, 3rd edition, Dess, Lumpkin & Eisner*

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 developing, analyzing and presenting a case of your choice. It is strongly recommended that you select a publicly-traded company as it will be much easier to locate financial and performance information on the firm. 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 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.

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. Your team members will grade you on your contribution to the project. Additional information will be provided to assist in preparation of the presentation.

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. **EXAMINATIONS:** There will be two mid-term examinations, following chapters 6 and 10. There will be a final examination.

3. **STRATEGIC ANALYSIS:** Within the first 7 weeks, each student will submit three (3) one-page, typewritten summaries of articles on a major strategic decision or action taken by a company or organization. No more than two summaries may be submitted each week. The source is to be major business periodicals or other approved publications. A copy of the article is to be attached to the summary. *Fortune* and *Business Week* are excellent sources for such articles.\

4. **TEAM-BASED HOMEWORK:** Each student team will submit typewritten homework. The homework will reflect the actual company your team has under examination. 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 absences have been expended, you will lose one (1) point off of your final grade for each additional absence (one pt/ session). The only excused absences will be for

medical reasons or death of an immediate family member. Each class period is equal to one absence.

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.

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%	Weekly Team Homework Assignment
7%	Industry Analysis
3%	Weekly Strategy Summary
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 11 am, Tuesday, May 13.. It will be one essay question, written in class, open book, open notes. This class period we will also do course feedback.

11. **DO NOT PLAGIARIZE YOUR TEXTBOOK, OTHER WRITTEN MATERIAL, OR THE WORK OF OTHER MEMBERS OF YOUR TEAM. PLAGIARISM WILL RESULT IN A PENALTY UP TO AND INCLUDING A FAILING GRADE FOR THE COURSE.**

11. CALENDAR

January	17	Review syllabus
	22	Introduction to course; Selection of student teams
	24	Chap 1
	29	Team Charter due
February	31	Chap 2; Vision & Mission Statements due
	5	Chap 3
	7	Strategic Groups Analysis due Competitor Analysis due
	12	Chap 4
	14	Industry Analysis due
	19	Chap 5
	21	Value Chain due
	26	Chap 6
	28	SWOT Analysis due
	March	4
6		Team work session
10 --15		SPRING BREAK
18		Chap 8
20		Financial Ratios due (2 assignments)
25		Chap 9
April	27	Strategy Evaluation & Control due
	1	Chap 10
	3	Pro Formas due (2 assignments)
	8	Team work session
	10	EXAMINATION TWO DUE
	15	Presentation 1
	17	Presentation 2
	22	Presentation 3
	24	Presentation 4
	May	29
1		Presentation 6
6		Presentation 7
8		Presentation 8
13		FINAL EXAMINATION, 11 am

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.

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.

AMERICANS WITH DISABILITIES ACT

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Counseling Center and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential. NOTE: no accommodation can be made until you register with the Counseling Center.

Sam Houston Writing Center, located in Farrington 111, 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)
_____	Competitive Analysis, to include the Strategic Group Matrix* (5) and the CPM Matrix*(5) (10 total). The Competitive Profile Matrix [provide a written profile of your company and its three major competitors based on the factors identified in the CPM]. (Follow the outline provided for this assignment!!)
_____	Industry Analysis, to include all sections of the analysis prepared for class (10).
_____	Value Chain Analysis (10)*
_____	Statement of Financial Condition (based on 10 ratios) (10) [Analysis must include comparative data for three years, and incorporate the ratios you have evaluated for your firm]
_____	SWOT Matrix* (10) [describe and discuss alternatives identified in each cell]
_____	Strategies Recommendations and Implementation Plan (20 pts total) Recommend three strategies for possible implementation. In each strategy package, include the following: a. Recommended strategy w/rationale b. Outline of implementation plan for the strategy c. Provide revenue projections and implementation cost estimates (3 years). Figures are derived in you pro forma statements. d. Recommended procedures for strategy evaluation and control.
_____	Pro Forma Financials [Income Statement & Balance Sheet] (15 pts total) a. Show implementation of each strategy over three years (12) [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 (3) and discuss the "bottom line" impact of your strategies. Did they improve performance? [calculate these 5 ratios based upon the consolidated statements only]
_____	Mechanics (quality of presentation, writing, professionalism, etc. (5)

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