

Management 476 Strategic Management and Policy

Dr. Jo Ann Duffy

Office: SH238G

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Class Office Hours: MTW 12:30-2:30. If these office hours do not fit your schedule, other times can be arranged.

PREREQUISITES: MGT 380, MKT 371, FIN 367 MIS 388 and senior standing.

REQUIRED TEXTS: Strategic Management Concepts (edition 12) by Fred David (soft back edition only is needed) and access to THE WALL STREET JOURNAL or other business periodical.

COURSE DESCRIPTION: The course studies how strategies are formulated, implemented and evaluated.

PURPOSE: The purpose of this course is to refine your information processing skills and to afford you the opportunity to integrate what you have learned about various functional areas, i.e. finance, marketing, production, management, accounting. The course takes a systems perspective of the organization and emphasizes the need for strategic management to develop the synergy required for effective utilization of organizational resources.

The course places you in the role of a top-level manager. You will develop experience working as member of a team and in making managerial decisions.

OBJECTIVES:

- 1) To develop an understanding of strategic management concepts and theories.
- 2) To develop an awareness of emerging environmental issues and business trends.
- 3) To develop an appreciation of the responsibilities of upper level managers.
- 4) To integrate functional skills into a broader organizational and managerial perspective.
- 5) To improve your ability to manage and work as a member of team.
- 6) To refine analytic and decision-making skills.
- 7) To practice persuasive oral and written communication skills.

(NOTE: This class is listed as a "writing enhanced" course.)

METHODS FOR ACCOMPLISHING OBJECTIVES: A variety of methods help you "manage information". The first part of the course will include lectures and assigned readings: this will be primarily a time to gather and sort information regarding strategic management. During the class discussions, you will practice processing information and making decisions. The industry analysis and strategic audit assignments offer you the opportunity to work as a member of a team, to improve your ability to analyze and integrate information and to refine both written and oral communication skills.

Examinations- Two exams will be given, consisting of multiple choice and short answer questions. Exams will cover text, lectures, outside readings, and experiential exercises. Students who miss one midterm exam will have a 125-point final comprehensive exam. Missing both exams results in a failing grade.

Current Strategic Issue Report: Periodically, articles dealing with strategic management issues from THE WALL STREET JOURNAL will be critiqued or contrasted. Students should attach the article to a sheet of paper and limit their typed report to ½ double-spaced page.

Industry Analysis - Each team will analyze the industry relevant to their Strategic Audit using information obtained from the World Wide Web or other electronic databases. The final written report is due on the date the team is assigned to make a 20-minute presentation of their industry analysis. Guidelines for the analysis will be provided. Each team member will be responsible for writing a section of the report. Each person will receive an individual grade on the section (s)he writes. This will be added to the team grade for the oral presentation. The industry analysis presentation will be video taped. Each team will be expected to critique their taped presentation.

Company Strategic Audit: Three member teams will analyze information about a “struggling” publicly traded company and formulate a strategic plan.

Audit Part I - an oral presentation of an analysis of a company (30-35 minutes). The presentation will be evaluated by three other teams as well as by the instructor. There will also be an intragroup evaluation over all your work as a team member. Your points will be proportionate to your effort and contribution to the analyses.

Audit Part II - a formal written analysis of a company following the guidelines to be provided.

NOTE: **Written assignments should be typed, double-spaced**, grammatically correct, and handed in ON TIME to receive full credit consideration.

Participation includes:

- a) Completion of assigned experiential exercises and readings.
- b) Oral critiques of the team presentation of three assigned cases.
- c) Evaluation of assigned team case presentations (Uniform evaluation forms will be provided).

Attendance is a prerequisite to thoughtful participation and learning! Absences result in a learning deficit, which will be reflected in fewer points being accrued throughout the course.

Note: It is the policy of SHSU that no otherwise qualified disabled individual shall, solely by reason of a handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any SHSU 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.

Religious holy days policy: Students must notify the

instructor of each scheduled class day that they will be absent for a religious holy day not later than the 15th calendar day after the first class meeting. Students who are absent from class for religious holy day observance will be allowed to take an examination or complete an assignment scheduled for that day on the next

PERFORMANCE EVALUATION: Grade points are allocated in the following manner:

	POINTS
Midterm Exam I	125
Midterm Exam II	125
Case Analysis I (Oral) (60pts from peer eval; 60 from professor)	120
Case Analysis II (Written)	90
Industry Analysis (Individual - 100 + Team - 30)	130
Participation Evaluation 3	15
Critiques 3	15
In class exercises and strategic issue reports	30
TOTAL POSSIBLE POINTS	650

Final grade calculation:

A = 585-650

B = 520-584

C = 455-519

D = 390-454

F = below 390

If you think this course will involve a great deal of work you are correct. There is no busywork here, just a variety of assignments to help you in your quest for management excellence. You will spend a great deal of time solving problems and articulating your opinion. The cases we will discuss have no one "right answer", but there are "better solutions" in terms of the objectives and resources of the firm. I expect your opinions to be grounded in the facts and theory! Surveys of corporate executives indicate the importance of analytic, integrative, and communication skills. This course is designed to help you develop those skills. Good Luck!

Tentative Schedule

<u>DATE</u>	<u>TOPIC</u>	<u>CHAPTER</u>
July 8	Overview of Strategic Management	1
July 9	Mission/vision	2
July 10	Experiential assignment due External Environment Assessment	3
July 11	Disney Case at end of Chapter 1 (Opportunities/Threats) Industry Analysis/Library resources	
July 14	Strategic Issue Report due Internal Assessment	4
July 15	Disney Case (Strengths/Weaknesses) Strategies in Action	5
July 16	Strategic Issue Report due International Strategies	(PP/Lecture notes)
July 17	Examination I	Chapters 1-5
July 18	Strategic Issue Report due Strategic Analysis and Choice	6
July 21,22,23	Industry Analyses	
July 24	Disney case SWOT Due Strategic Analysis and Choice (continued)	6
July 25	Disney case strategy alternative evaluation and recommendation due Strategy Implementation Value Chain and 7-S Model	7, 8
July 28	Strategic Issue Report due Implementation continued	
July 29	Strategy Evaluation	9
July 30,31, August 4,5,6	Oral Strategic Audits Presentations	
<p>Note: Strategic Audit Written Reports are due the day after the oral presentation (after you receive feedback on your oral presentation) for teams presenting on August 4,5,6. Teams presenting on July 30,31 will have until August 4 to complete their written report.</p>		
August 7	Examination II	Chapters 6-9/International strategies

