

Management 476

Strategic Management and Policy

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Class: MW SH337

Class Office Hours: TTh 9-12; M11-12. Please let me know if you would prefer to set up an appointment outside office hours. That won't be a problem.

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

REQUIRED TEXTS: online Wall Street Journal and Strategic Management Concepts (11th Ed) by Fred David (text edition only is needed) If you have an older version you can probably manage if you are willing to copy the integrative case at the end of Chapter 1 in the 11th edition.

COURSE DESCRIPTION: In this course we will study 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 in making managerial decisions within a team setting.

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 function effectively in a team.
- 6) To refine analytical 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 helps 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, students will practice processing information and making decisions. Through the strategic analysis and industry analysis, students working as team will have an opportunity to improve their ability to analyze and integrate information and to refine both written and oral communication skills.

Examinations- Two midterm 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 midterm exams results in a failing grade.

Current Strategic Issue Report: Periodically, articles dealing with strategic management issues from THE WALL STREET JOURNAL or other current news journals 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 Company using information obtained from the World Wide Web or business databases. Only specified industries may be studied. Check with your instructor before finalizing your selection of industry. 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. Professional attire and Power Point presentations are expected. 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 a case (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 (pp. 339-340).

NOTE: Written assignments should be typed, double-spaced, grammatically correct, and handed in ON TIME.

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! You must be **in class** when we discuss the strategic issue reports and experiential exercises to receive credit for them. Absences result in a learning deficit, which will be reflected in fewer points being accrued throughout the course .

Note: 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.

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: 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.

Students are expected to be aware of all university policies for students, particularly those relating to cheating or plagiarism.

One final note: please remember that drinks and food are not permitted in the classrooms.

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

	POINTS
Midterm Exam I	125
Midterm Exam II	125
Strategic Audit Part I (Oral)	120
Strategic Audit Part 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!

**Management 476
Tentative Schedule**

<u>DATE</u>	<u>TOPIC</u>	<u>CHAPTER</u>
Aug 20, 22	Introduction/Overview of Strategic Management	1
Aug 27, 39	External Environment—Industry Analysis	3, Handout
Sept 3	LABOR DAY holiday	
Sept 5	Business mission, Ethics, Social Responsibility	2
Sept 10,12	Internal Assessment	4
Sept 17, 19	Strategies in Action	5
Sept 24	Examination I	Chapters 1-5
Sept 26	International Strategies Strategic Analysis and Choice	6
October 1-10	Industry Analyses	
Oct 10, 15	Strategic Analysis and Choice continued	
Oct 17, 22	Strategy Implementation 7-S Model	7, 8
Oct 24	Strategy Evaluation	9
Oct 29`	Examination II	International strategy types and Chapters 6-9
Nov 23	THANKSGIVING HOLIDAY	
Oct 31-Dec 5	Oral Strategic Audits	

Note: Strategic Audit Written Reports are due two days after your team oral presentation unless you are making your oral presentation on or after Dec 5. Your written report is due Dec. 3.