

MGMT 365 A & B
Management Strategy and Policy
Spring Term 2012

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Course Information

Course Description

An examination of strategic planning theories that maximize organizational effectiveness by transforming the organization into an adaptive learning system capable of managing critical changes in its environment. The approach emphasizes comprehensive, holistic and participative planning.

Course Goals

The course goals are:

1. Integrate learning from courses in the management major as the foundation elements of the knowledge base from which strategies at all levels of the organization are formulated and implemented.
2. Expose students to classic and emerging theories and practices related to corporate, business and functional strategies.
3. Create opportunities for students to apply both prior and current management course learning through case analysis and presentations, business simulations and research.
4. Reinforce the importance of global, quality, diversity and ethical perspectives in organizational policy and strategy.

Course Outcomes

The outcomes that are sought upon completion of this course are:

1. Knowledge of the most important and relevant terms, concepts, processes and competencies necessary to effectively plan and think strategically.
2. Awareness of emerging trends, theories and examples of business policy and strategy.

Enhanced ability to conduct research, create and give presentations, and work in peer groups.

Course Materials

Required Course Textbook: *Strategic Management and Business Policy*, 2012, Pearson Publishing, Thomas L. Wheelen and David Hunger

Course Expectations

Readings and Homework

Students will be responsible for preparing the assigned Reading and homework questions for each class. Assigned readings are indicated in the "Assignment" column of the Course Schedule. Students should be prepared to discuss Readings on the date listed for that particular topic.

Classroom Participation

Students are expected to attend all class sessions and participate in class discussions. Participation quality is measured by a student's classroom activity (e.g. responsiveness to questions) and initiative (e.g. preparing additional reading and sharing this with the class).

Attendance will be taken and absences recorded. Points will be deducted for each session a student does not attend and does not have an Excused Absences (an illness; a medical or family emergency; a scheduled athletic game/match, a professional obligation). Students are not penalized for Excused Absences which are approved by the Instructor and accompanied by appropriate documentation. Each semester, students are permitted one Free Pass (absence from class without excuse and for any reason). A Free Pass **may not** be used during a class session in which a student's Strategy in Action presentation, a team's case analysis or the final Capstone presentations are made.

In any case, a student should inform the Instructor of anticipated absences in advance (whenever possible) so that it can be determined if an absence will be excused. A student using a free pass should inform the instructor before or after the absence. Also, a student who misses a class session for any reason is responsible for preparing readings, obtaining discussion notes and handouts and completing and submitting (on time) assignments for the session missed.

Grading Policies

Measurement and Grading

Total Participation and Homework	20%
Case Analysis – Team	20%
Mid-term Exam	20%
Case Analysis – Dual	20%
Industry Strategic Profile	20%
TOTAL	100%

Numerical and Corresponding Letter Grades:

93 and above - A - Excellent

Exceptional performance in all aspects of the course

90 - 92 - A-
86 - 89 - B+ - Very Good
80 - 85 - B - Good - Sound performance in all aspects of the course.
78 - 79 - B-
76 - 77 - C+
70 - 75 - C - Marginal Work - Acceptable grasp of subject matter and its practical application.
68 - 69 - C-
65 - 67 - D - Little or no evidence of acceptable level of learning; however substantive effort is demonstrated.
64 and below - F - No evidence of an acceptable level of learning or effort.

Academic Honesty: Integrity and honesty are qualities considered to be the "norm" among students. However, any students who choose to deviate from that "norm" risk automatic failure in the course.

Special Notes

Accommodations:

Students who wish to request accommodations in this class for a disability should contact Mr. Joe Kempfer, Assistant Director of Learning Services for Disability Support, 1307 Main Street (extension 1510). Accommodations cannot be provided until authorization is received from the office of Learning Services.

Subjective Discretion:

It is within the Instructor's purview to apply qualitative judgment in determining grades for assignments or for the course.

CASE ANALYSIS (team and individual, 20 points)

Each student is responsible for preparing and participating in one (1) presentation of a Case Analysis. Case Studies are to be prepared, and will be evaluated according to the format and criteria outlined by the Instructor.

1. Each student will be assigned to a Case Team. Then, by the end of Week 2, each Team will submit choices for Cases. As much as possible, Teams will receive their 1st or 2nd choice.
2. Your presentation is due on the date of the session your case is scheduled to be discussed in class. Maximum time for each presentation is 30 minutes (you will be timed!)
3. The only written requirement for this assignment is a copy of your presentation (i.e. PowerPoint handouts) that is prepared according to the prescribed SAR format - Summary, Analysis, Recommendations (to be discussed in detail in class) and a list of References. References - including the case text and any additional sources consulted to update the case - must be listed according to APA style.

4. To conserve paper, do not create a title page; instead include the following information on the top of the first page of the outline:

Case Name

Last Names of Each Student in the Group

Dr. Wright

MGMT 365A or B

Grading

Peer Review = 5

References/Sources = 5

Content = 5

Presentation = 5

TOTAL = 20

Case Format

This document describes the SAR (Summarize, Analyze, Recommend) format that should be used in preparing and delivering your case presentation.

S.A.R. APPROACH TO CASE STUDIES

Use the following framework to guide your thinking and preparation of all written case presentations. (The numbers in the left margin are page approximations for each section of the paper.)

$\frac{1}{2}$ Summary (S)

In this section, present a concise synopsis of what the case is about; this is not a "retell," but rather a review of the highlights of the case:

- describe the context, setting or theme(s) of the case.
- describe the major issue(s), challenges or problems discussed in the case.
- state what points are being emphasized as important.

2-3 Analysis (A)

This section focuses on the major issues, challenges or problems you identified in the SUMMARY; discuss why they exist and how they are inter-related or inter-dependent:

- *environmental analysis*
- critically assess the relevant forces in the general (external), operating and internal environments.
- discuss the assumptions drawn from this analysis.
- *problems/critical issues defined*
 - define and discuss in detail the relevant problems, challenges presented in the case.
- *generate alternatives*
 - identify alternatives which might be appropriate courses of action or "resolutions."
 - discuss strengths/weaknesses of each alternative.

1-2 Recommendation (R)

Based on the knowledge and information synthesized from the ANALYSIS, select the alternative course of action or set of suggested strategies which would best address the challenges/issues identified and improve the current case situation:

- *suggest an appropriate action plan/recommendation*
 - identify recommendation/action plan and the rationale (justification) for its selection over the other alternatives.
- *propose implementation steps*
 - suggest a plan for implementing the recommendation(s).
 - discuss potential barriers or resistance to implementation.
 - discuss strategy(s) to overcome this resistance.
- *anticipated outcomes/benefits*
 - discuss anticipated/expected outcomes and benefits of successful implementation.
- *case update*
 - bring the case situation up to the present and/or consider the "likely" future for the case's company/organization.

NOTE: Additional information (i.e. appendices, charts, graphs, etc.) may be placed at the end of the presentation, or in the relevant section of the text of the Case Study.

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Case Analysis Questions Sheet

Case Name: _____

Industry: _____ Date: _____

Summary:

What is the case about? What are the major issues, challenges or problems? Why was the case written, or what can we learn from it?

Analysis:

How do the major issues relate to each other? How do they impact upon the success of the company/organization? What obstacles do they present - now & in the future?

Recommendation:

What would you do if you were the person "in charge," or the person who is in a position to make the decision(s)? How would you solve the problem or lead the organization forward?

Future/Update:

What have you learned about the organization/case since it was written?

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Case Evaluation Sheet

Case Name: _____

Group: _____

PRESENTATION (10 points) = _____/10

Strengths

Areas for Improvement

CONTENT (10 points) = _____/10

Summary:

Analysis:

Recommendation:

CASE UPDATE (5 points) = _____/5

TOTAL POINTS = _____ (25 points possible)

INDUSTRY ANALYSIS

Select an industry from the Fortune 500 categories.

Complete an analysis of this industry to include:

- 1 – Top companies
- 2 – Business Model – Analyze mission statement. How do they intend to be competing?
- 3 – Develop a SIPOC
 - Supplier
 - Inputs
 - Process
 - Outputs
 - Customer
- 4 – SWOT of a leading company
 - Societal environment
- 5 – Interview an employee/manager
- 6 – Video clip
- 7 – Present to class

Tentative Schedule

Jan	17	Orientation – course overview List of Assignments
	19	Chapter 1 – Case Teams Basic concepts of Strategic Management
	24	Chapter 2 Case Assignments
	26	Case 1 – PP case 1-11
	31	<i>Roger and Me</i>
Feb	2	Chapter 12 Suggestions for Case Analysis
	7	Chapter 3 – Ethics Case Blood Bananas
	9	Research
	14	Chapter 4 – Environmental Scanning and Industry Analysis – Case Presentation
	16	Chapter 5 – Internal Scanning – Organizational Analysis – Case Presentation
	21	Case Presentations
	23	Case Presentations
	28	Chapter 6 – Strategy Formulation
Mar	1	Mid-term Exam
	6-8	Spring Break
	13	Chapter 7 – Corporate Strategy
	15	Research
	20	Chapter 8 – Functional Strategy and Strategic Choice
	22	Chapter 9 – Organizing For Action
	27	Dual Case Team Presentation
Apr	3	Dual Case Team Presentation
	5	Chapter 10 – Staffing and Directing
	10	Research
	12	Chapter 11 – Evaluation and Control
	17	Industry Presentation
	19	Industry Presentation
	26	Wrap-Up