



STETSON SCHOOL OF BUSINESS

Atlanta

SUMMER SEMESTER 2010, SESSION I

MGT-498.A16
Strategic Management and Business Policy
Saturday 8:30 - 12:45 p.m.
E-Mail: Southern_L@Mercer.Edu and
DRLJFS@Yahoo.Com

Dr. Lloyd Southern
Phone: 678-547-6234
Atlanta Office: ST-226
Home: 770-834-8710

MISSION STATEMENT:

The Stetson School of Business promotes the advancement and integration of quality business education and practice. In support of Mercer University's mission, the school provides undergraduate and graduate programs that are designed to enable, enhance, and expand professional careers, civic responsibility and lifelong learning.

TEXT:

Strategic Management, David, Fred R., 13th. ed., 2011, Pearson/Prentice Hall
ISBN: 978-0-13-612098-8 or 0-13-612098-9
For help see: www.prenhall.com/david

PREREQUISITES:

ACC 204; ACC 205; BUS 346; ECN 150; ECN 151; FIN 362; MGT 363; MKT 361; and Senior Status

COURSE DESCRIPTION: (CATALOG)

The problems of business organizations from the point of view of the chief executive officer; Written analysis of in-depth cases that require the student to view decisions in terms of their impact on the total organization. Oral discussion and conceptual skills are also stressed.

An integrative approach to managerial decision making relating to the formulation of overall mission and organizational policy and the development of long range strategic plans to support implementation of that mission.

COURSE RATIONALE:

To provide the student with insight and experience in the process of developing a mission, strategic plans, and organizational policies for a modern organization.

COURSE OBJECTIVES AND OUTCOMES:

Students completing this course should attain:

1. Overall appreciation of an organizational mission and use of strategic management and organizational policy to accomplish that mission.
2. Step by step process in the analysis of existing organizations as a method of learning.
3. Experience in analyzing and developing business strategy and policies to accomplish an organization's mission.
4. Better long range managerial decision making.
5. A better understanding of and appreciation for the interrelations which exist in an organization and its' relationship to other organizations world wide.
6. Current practices in the study of modern concepts and practices used in developing winning business strategies and policies.

CLASS ASSIGNMENTS AND EVALUATION:

1. The method of instruction will include lectures, oral discussion, group work, power point, and/or videos. Students are expected to complete reading assignments prior to class and take part in all class discussions.
2. Maximum student participation in class discussion will be emphasized to improve students' oral communication abilities and understanding of concepts and associated terminology.
3. Students will prepare a 20+ page double spaced analysis of a real world organization and make suggestions for improvements to that organization. Additionally they will present a short summary (15 minutes) of their analysis and recommendations to the class. Failure to present orally will result in a grade reduction of one letter on the analysis.

GRADING POLICY AND PROCEDURES:

The course grade will be determined by evaluation of each major activity. Students are responsible for all material covered in the text, class discussion, lectures, and any A/V materials.

Grading Structure:

A	= 90 - 100
B+	= 87 - 89
B	= 80 - 86
C+	= 77 - 79
C	= 70 - 76
D	= 60 - 69
F	= Below 60

EVALUATION CRITERIA:

Test I (Chapters 1 - 6)	25%
Final (Chapters 7 -11)	25%
Term research project and oral presentation	38%
Participation	<u>12%</u>
Total	100%

All work not turned in by the end of the term will earn a grade of zero or result in an “I” for the term grade at the discretion of the Professor.

If you are going to miss an exam make individual arrangements with the Professor. Make up exams are the students’ responsibility to schedule.

Office Hours for the Professor:

Atlanta Campus	Wednesday	1:00 – 4:00 p.m.
Atlanta Campus	Thursday	1:00 -- 4:00 p.m.

Mercer University Honor Code and Council

(See Mercer catalogue for detailed information)

Honor Code: Mercer University Atlanta expects each and every student to maintain the highest principles of academic honesty and integrity. Violations of academic honesty represent a breach of the University's expectations and will be regarded as a serious matter. Violations include, but are not limited to, the following:

Plagiarism: The use of ideas, facts, phrases, or additional information such as charts or maps, from any sources, without giving proper credit to the original author. Using direct quotations, paraphrases, or reproductions of any material which is not of the student's own authorship is also considered plagiarism. Failure to reference any such material used is both ethically and legally improper.

Cheating : The use of unauthorized sources of information or signing the roll for another student.

Protocol for Electronic Submission of Course Work: Students bear sole responsibility for ensuring that papers or assignments submitted electronically to a professor are received in a timely manner and in the electronic format(s) specified by the professor. Students are therefore obliged to have their e-mail client issue a receipt verifying that the document has been received. Students are also strongly advised to retain a copy of the dated submission on a separate disk. Faculty members are encouraged, but not required, to acknowledge receipt of the assignment.

Protocol for Use of Cell Phones and Pagers: Out of courtesy for all those participating in the learning experience, all cell phones and pagers must be turned off before entering any classroom, lab, or formal academic or performance event.

Protocol for Wait List: The names recorded on the wait lists are in order of demand. Wait listed students will be placed into courses as seats become available. Generally speaking, the first student on the wait list will be awarded the first available seat, although circumstances may arise which warrant exceptions to this general principle. Wait lists for the Capstone Courses are most noteworthy exception to this policy.

Inclement Weather: If severe weather occurs, classes will be canceled in accordance with the Associate Provost's decision of Mercer-Atlanta. Call the Mercer weather phone for information about class cancellations—(678) 547-6111 (Atlanta) or listen to WSB 750 AM.

DISABILITY STATEMENT FOR THE SYLLABUS

Macon Students in CLA, SSBE, EGR, EDU

Students with a documented disability should inform the instructor at the close of the first class meeting. The instructor will refer you to the office of Student Support Services (SSS) for consultation regarding evaluation, documentation of your disability, and recommendations for accommodation, if needed. Students will receive from SSS the *Faculty Accommodation Form*. On this form SSS will identify reasonable accommodations for this class. The form must be given to the course instructor for signature and then returned to SSS.

To take full advantage of disability services, it is recommended that students contact the Office of Student Support Services, immediately. The office is located on the third floor of the Connell Student Center.

Atlanta and Regional Academic Centers

Students with a documented disability should inform the instructor at the close of the first class meeting. The instructor will refer you to Richard Swilley, Assistant Dean of Campus Life, 678-547-6823, for consultation regarding evaluation, documentation of your disability, and recommendations for accommodation, if needed. To take full advantage of disability services, it is recommended that students make contact, immediately. The Student Life office is located in the Sheffield Building, Room 212.

WARNING

In you are not on the official role you will not be added late in the term and you will not receive credit for the class work you have done or credit for the course!

ATLANTA

COURSE READING AND LEARNING SCHEDULE:

MGT – 498.A16	Session I	Summer Semester	2010
		Saturday.	8:30 - 12:45 p.m.

ASSIGNMENT SCHEDULE:

<u>DATE</u>	<u>ASSIGNMENT</u>
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May 22 Saturday	<p>Ch 1 The Nature of Strategic Management What Is Strategic Management? Key Terms in Strategic Management The Strategic-Management Model Benefits of Strategic Management Why Some Firms Do No Strategic Planning Pitfalls in Strategic Planning Guidelines for Effective Strategic Management Comparing Business and Military Strategy</p> <p>Ch 2 The Business Vision and Mission What Do We Want to Become? What Is Our Business? Importance (Benefits) of Vision and Mission Statements Characteristics of a Mission Statement Mission Statement Components Writing and Evaluating Mission Statements</p>
May 29	<p>Ch 3 The External Assessment The Nature of an External Audit The Industrial Organization (I/O) View Economic Forces Social, Cultural, Demographic, and Environmental Forces Political, Governmental, and Legal Forces Technological Forces Competitive Forces Competitive Analysis: Porter’s Five-Forces Model Sources of External Information Forecasting Tools and Techniques Industrial Analysis: The External Factor Evaluation (EFE) Matrix The Competitive Profile Matrix (CPM)</p>

Ch 4 The Internal Assessment

The Nature of an Internal Audit
The Resource-Based View (RBV)
Integrating Strategy and Culture
Management
Marketing
Finance/Accounting
Production/Operations
Research and Development
Management Information Systems
Value Chain Analysis (VCA)
The Internal Factor Evaluation (IFE) Matrix

June 5

Ch 5 Strategies in Action

Long-Term Objectives
The Balanced Scorecard
Types of Strategies
Integration Strategies
Intensive Strategies
Diversification Strategies
Defensive Strategies
Michael Porter's Five Generic Strategies
Means for Achieving Strategies
Strategic Management in Nonprofit and
Governmental Organizations
Strategic Management in Small Firms

Ch 6 Strategy Analysis and Choice

The Nature of Strategy Analysis and Choice
A Comprehensive Strategy-Formulation
Framework
The Input Stage
The Matching Stage
The Decision Stage
Cultural Aspects of Strategy Choice
The Politics of Strategy
Governance Issues

June 12

Exam 1

(Chapters 1 – 6)

June 19

Ch 7 Implementing Strategies: Management and Operations Issues
The Nature of Strategy Implementation
Annual Objectives
Policies
Resource Allocation
Managing Conflict
Matching Structure and Strategy
Restructuring, Reengineering, and E-Engineering
Linking Performance and Pay to Strategies
Managing Resistance to Change
Managing the Natural Environment
Creating a Strategy-Supportive Culture
Production/Operations Concerns When Implementing Strategies
Human Resource Concerns When Implementing Strategies

Ch 8 Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues
The Nature of Strategy Implementation
Current Marketing Issues
Market Segmentation
Product Positioning
Finance/Accounting Issues
Acquiring Capital to Implement Strategies
Research and Development (R&D) Issues
Management Information Systems (MIS) Issues

Ch 9 Strategy Review, Evaluation, and Control
The Nature of Strategy Evaluation
A Strategy-Evaluation Framework
The Balanced Scorecard
Published Sources of Strategy-Evaluation Information
Characteristics of an Effective Evaluation System
Contingency Planning
Auditing
Twenty-First-Century Challenges in Strategic Management

June 26

**Ch 10 Business Ethics/Social Responsibility/Environmental/
Sustainability
Business Ethics
Social Responsibility
Environmental Sustainability**

**Ch 11 Global/International Issues
Multinational Organizations
Advantages and Disadvantages of International
Operations
The Global Challenge
United States versus Foreign Business Cultures
Worldwide Tax Rates
Joint Ventures in India
and
Oral Presentations of Analysis to Class**

July 3

Oral Presentations of Analysis to Class

July 10

Final Exam (Chapters 7 - 11)

No student presentations on final test night.