

BENEDICTINE UNIVERSITY at SPRINGFIELD

Summer 2009
Room D 105
6/27-28;7/17-18;8/7-8;28-29 (sat @ 1 & sun @ 8)

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Strategic Management MBA 671

I. Course Description: This course requires students to use and integrate the disciplines and techniques learned in previous required courses. Strategy formulation and implementation concepts are discussed using theory and cases.

II. Textbook and Materials

- **Strategic Management : Text and Cases**, 4th Edition; Gregory G. Dess, G.T. Lumpkin, Alan B. Eisner; ISBN 13: 0073381217
- **Harvard Business Review on Corporate Strategy**, HBS Press; ISBN 1-57851-142-9
- **The Art of War for Managers: 50 Strategic Rules**, Gerald A. Michaelson, ISBN: 1-58062-459-6
- **Wall Street Journal** and other business publications.
- **Internet web sites** relating to Strategic Management
- **Watch the Movies: (try to watch 2 movies, one should be either Patton or MacArthur) Wall Street, Enron – The Smartest Guys in the Room, Trading Places, Patton, MacArthur.**
- **Research on Warren Buffet – Berkshire Hathaway**

III. Mission Statements

Benedictine University is dedicated to the education of undergraduate and graduate students from diverse ethnic, racial and religious backgrounds. As an academic community committed to liberal arts and professional education distinguished and guided by our Roman Catholic tradition and Benedictine heritage, we prepare our students for a lifetime as active, informed and responsible citizens and leaders in the world community.

IV. Goals, Objectives and Student Learning Outcomes:

As a result of this course, students will be able to:

- Understand current models and approaches to strategy formulation and implementation.
- Integrate the functional disciplines of earlier courses

v. Teaching Methods/Delivery System

- **Lectures:** lectures will be used to reinforce key concepts from the text, and augment course topics. You are **expected** to read the assigned readings **prior** to class meetings.
- **Class Discussions and exercises:** You are encouraged to actively participate in class discussions.
- **Individual papers:** Individual papers/projects may be assigned to further your understanding of key concepts.
- **Team Project:** Your participation in a team project will strengthen your skills related to working as a member of a team to achieve a goal.

VI. **Course Requirements**

Attendance Policy - All students are required to attend scheduled classes. Students who miss any class, classes, and portions of class or class events for any reason are entirely responsible for the assignments missed and for contacting the instructor.

Reading assignments are included as specific page/chapter assignments under Course Outline below.

Written assignments are included in the Course Outline below.

Missed Assignments - Students are responsible for submitting work to the instructor at the beginning the class session in which the assignment is due. Any assignment that is not submitted at the assigned time is considered late. The penalty for work not turned in on time will be a letter grade dropped each week that the assignment is overdue.

Cell Phone and Pager Policy -In most professional meetings cell phones and pagers are expected to be turned off. If for an emergency situation, you must have a cell phone or pager on, then it is expected in this class the device will be in vibration or silent mode. Should you receive an important call during class, please leave the room.

Academic Integrity Statement

Academic and professional environments require honesty and integrity, and these qualities are expected of every student at Springfield College-Benedictine University. In accordance with such expectations, academic integrity requires that you credit others for their ideas. Plagiarism, whether intentional or not, is a grievous offense. Any time you use words or ideas that are not your own, you must give credit to the author, whether or not you are quoting directly from that author. Failure to do so constitutes plagiarism.

Any incident of plagiarism and/or academic dishonesty may result in serious consequences. Penalties for academic dishonesty vary depending on the severity or extent of the problem but are always serious.

The following are consequences you may face for academic dishonesty:

- a failing grade or “zero” for the assignment;
- dismissal from and a failing grade for the course; or
- dismissal from the Institution.

Please refer to the Springfield College Benedictine University Catalog or the Student Handbook for a complete discussion of the Academic Integrity policy.

VII. Means of Evaluation

Quizzes	15 %
Team Project Paper and Presentation	20 %
Current Events Article(s)	20%
In Class Participation and Attendance	30 %
Final Test	15%
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Total	100%

Current Event Article Managerial Summary and Analysis

Individual article review

Current events article managerial summary and analysis and the Team paper are required to link concepts to current events in the business world. The analysis may be a hard copy of an article or Internet published, but a copy of the article must be attached to your written summary. Note: anything handed in -typed.

Requirements:

1 to 2 pages analysis – current event articles
6 to 15 pages plus any supporting materials like graphs and spreadsheets – team project

Introductory paragraph with a topic sentence, three or more body paragraphs discussing the key issues, and a conclusion paragraph that summarizes the article. Include a brief summary of the main points of the article, discuss how the article applies to the course, the concepts, and then write a summary conclusion of the article.

All direct quotes must be cited in the body of the paper using any professional scholarly style such as the APA (American Psychological Association) format the AMA (American Management Association) format and MLA style format and a copy of the article must be attached to the printed work.

Grade computation of the papers:

Introduction	20 pts
Application	40 pts
Conclusion	20 pts
Spelling/grammar	10 pts
Professional format	10 pts

Presentations:

You will present your Team project in the class. You will have half the class time for your presentation (roughly 30 to 35 minutes) each member must be able to participate in the oral and visual presentations. Dress in professional attire when presenting. Visualize yourself as presenting to the executive board of the company. The class must be ready to act like a managerial/executive board and be ready to discuss, question, and critique the presentation and plan.

Project details:

Objective: To reinforce the concepts and principles learned in the course by examining real world products or services by creating a **Strategic Plan** for a company (could be one of the Cases in the books not used/reviewed).

Groups will be formed randomly by the instructor. You are to identify a product or service your group is interested in. Your team (usually) will be no more than **2 members**.

Project Format will be discussed in class.

Grade Appeal Process

According to the Springfield College Catalog, grade appeals must be initiated 90 days prior to the end of one semester after the course in question has been completed. The process for appealing a grade is outlined below.

First, contact the Instructor.

1. A student must appeal to his/her instructor in writing (e-mail is acceptable) and provide specific reasons why his/her grade should be changed.
2. The instructor must respond to the student in writing (e-mail is acceptable) and provide a copy to the division chair. Second, contact the Division Chair.
3. If the student wishes, he/she may then appeal to the division chair in writing (e-mail is acceptable) and provide specific reasons why his/her grade should be changed without the instructor's permission. The student should understand that overwhelming evidence must be presented to the division chair to prove that the current grade is incorrect.
4. The division chair must respond to the student in writing (e-mail is acceptable) and provide a copy to the academic dean. Lastly, contact the Academic Dean.
5. If the student wishes, he/she may appeal to the academic dean in writing (e-mail is acceptable) and provide specific reasons why his/her grade should be changed without the instructor's or the division chair's permission. The student should understand that overwhelming evidence must be presented to the academic dean to prove the grade is incorrect.
6. The academic dean must respond to the student in writing (e-mail is acceptable). The academic dean's decision is final.

Incomplete Request

To qualify for an "I" grade, a **minimum** of 75% of the course work must be completed with a passing grade, and a student must submit a completed **Request for an Incomplete** form to the Registrar's Office. The form must be completed by both student and instructor, but it is the student's responsibility (not the instructor's) to initiate this process and obtain the necessary signatures.

Student Withdrawal Procedure

It is the student's responsibility to officially withdraw from a course by completing the appropriate form, with appropriate signatures, and returning the completed form to the Advising Office. Please refer to the Student Handbook for important financial information related to withdrawals.

VIII. Strategic Management MBA 671 Course Outline

	Topics & Chapters Covered	Class Activities and Work Due
Week 1	<p>Discuss Chapters 1-4 Textbook Read Chapter 13 Textbook Prepare to Discuss 1st 4 chapters Discuss ART OF WAR Read Edward Marshall Boehm Case for Oral quiz and Discussion Read American Red Cross Case and the Heineken Case for Discussion</p>	<p>Introduction to the course, grading, syllabus review and distribution. In-class groups formed for team paper and presentation.</p> <p>ORAL QUIZ CH 1-4, Edward Marshall, American red Cross, Heineken</p> <p>1st article review due</p>
Week 2	<p>Read Chapters On Corporate Strategy HBS Finish Reading Art of War book Textbook Chapter 5- 8 Discuss these in class Research WSJ for 2nd article review Read and Discuss Wal-mart Case Read and Discuss McDonald's</p>	<p>Lectures and In-class discussions</p> <p>Break into groups and discuss case Studies and videos. Be prepared to give oral discussion.</p> <p>Quiz on HBS Book and ART of War</p>
Week 3	<p>Read Chapters 9-13 in textbook HBS Book – Discuss cases Sun Life Case: Entering China</p>	<p>Lectures and In-class discussions</p> <p>2nd article review due</p> <p>Quiz#2 on Chapters 9-13</p>
Week 4	<p>Read Yahoo Case</p>	

	<p>Read K-Mart Sears Merger</p> <p>Yahoo and K-Mart cases due August 28</p> <p>Presentation papers due August 29</p>	<p>Lectures and In-class Discussion.</p> <p>Break into Groups for your Team Project.</p> <p>Team Presentations</p> <p>Final Exam</p>
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IX. Americans with Disabilities Act (ADA)

Springfield College in Illinois/Benedictine University provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in campus-sponsored programs, activities, and services, or to meet course requirements, should contact the Director of the Resource Center as early as possible.

If documentation of the disability (either learning or physical) is not already on file, it may be requested. Once on file, an individual student's disability documentation is shared only at that individual's request and solely with the parties whom the student wishes it shared. Requests are kept confidential and may be made by emailing aroberts@sci.edu or by calling 217-525-1420, ext. 233.

X. Assessment

Goals, objectives, and learning outcomes that will be assessed in the class are stated in this syllabus in Sections IV and VI. Instructor will use background knowledge probes, one-minute papers, reflective essays and/or other Classroom Assessment Techniques as deemed necessary in order to provide continuous improvement of instruction.