

Benedictine University at Springfield College

SEMESTER:	Summer 2006	INSTRUCTOR:	Bud Pruett
LOCATION:	Dawson Hall (D221)	PHONE:	787-4533 (Home)
TIMES:	6:00 P.M. – 10:00 P.M. Tuesday	EMAIL:	bpruett@sci.edu
		MEETING:	Before and after class or by appointment

STRETEGIC MANAGEMENT: MGT 380 – 20

Course Description: This is a management capstone course enabling business students to use the discipline and techniques learned throughout their program of study. Case studies stress the importance of basing management decisions on a strategic view of the organization.
Prerequisites: MGT 300, FINA 300, MKTG 300, and senior standing.

Credit Hours: 3

Textbook: *Strategic Management – Text and Cases*; Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, McGraw-Hill Irwin, Third Edition

Goals: To develop the capacity to think strategically about a company in it’s current business position and it’s future direction, using a variety of tools developed in other business courses. Using cases, to build skills in conducting strategic analysis in a variety of industries and situations while working both independently and as part of a “consulting” team to the company. To make students more conscious about the importance of ethical principles, sound company values, and socially responsible leadership and management practices.

Objectives: Students will study and learn to use analytic tools such as SWOT analysis, five forces analysis and strategic group mapping. They will learn how teams operate and how to work effectively in teams while learning the managerial tasks associated with implementing and executing company strategies. They will learn to apply the analytical techniques and management decision making from the text by using case studies.

Learning Outcomes: Students will learn to critically analyze a company in it’s business situation, how it fits in it’s industry, how to define problems and recommend solutions using the traditional analytical sequence of 1) identify, 2) evaluate, and 3) recommend. They will learn managerial and leadership tasks associated with developing and executing company strategy and learn to function as part of a management team. They will learn to integrate knowledge gained in previous business courses and how the various pieces fit together in successfully running a company.

Assessment: Goals, objectives, and learning outcomes that will be assessed in the class are stated above. The instructor will use direct paraphrasing, RSQC2 (Recall, Summarize, Questions, Comment, Connect), and assignment assessments, and/or other Classroom Assessment Techniques as deemed necessary in order to provide continuous

improvement of instruction. Students are required to take part in all assessment measures.

Teaching Method: Lecture, power point presentations, class discussion, and case studies.

Participation and Attendance: Participation in class discussions and case studies will be critical to successful completion of this course. Merely coming to class and listening is not sufficient; attendance is not participation. Because participation is so important attendance, taken on a regular basis, will be necessary at each meeting. Any missed tests will **not** be made up, unless there is a previously approved, excused absence. It is the student's responsibility to make up any lost work from missing class

Course Requirements: All reading of the chapters, cases and other assignments should be completed prior to class so students can come ready to participate in discussions.

Grading Plan:	Tests	60%
	In class participation and case discussions	25%
	Written Case Assignments	<u>15%</u>
	Total	100%

Written Assignments: Written assignments are to be in memo form using good grammar, spelling and other written communications skills. Good analytical tools and techniques presented in the chapters should be used to present realistic, workable solutions supported by any necessary tables and/or charts. All assignments are to be 2 – 4 pages and typed (double spaced). They are to be completed on an individual basis, containing your own thoughts and analysis.

Plagiarism is defined as: “The act of appropriating the literary composition of another, or parts or passages of his writing, or the ideas of language of the same and passing them off as the product of one's own mind.. To be liable for plagiarism it is not necessary to exactly duplicate another's literary work, it being sufficient if unfair use of such work is made by lifting of substantial portion thereof.” Black's Law Dictionary 1035 (5th ed. 1979). Any violation will result in the particular paper receiving a zero and the student's final grade being lowered by one letter. If there is a second violation, the student will be terminated from the class.

Americans with Disabilities Act (ADA)

Springfield College in Illinois provides individuals with disabilities reasonable accommodations to participate in the educational programs, activities, and services. Students with disabilities requiring accommodations to participate in college-sponsored programs, activities, and services or to meet course requirements should contact the Dean of Student Affairs as early as possible.

Tentative Schedule

- 7/18/06** **Orientation, review syllabus.** Read and discuss chapter 14 and how to apply information in the course. Read and discuss chapters 1 and 2. Understand strategic management, the role of corporate governance and how strategic management must permeate a company. Also look at how a company must be aware of its environment. – Learn how to assess a firm's external and use Porter's Five Forces Model of Industry Competition.
Review for Test #1
- Case Discussion: #9 - The American Red Cross in 2002 (Page 617)
Look at the Red Cross mission, is it complete and timely, if not, what needs to change. What does the new CEO need to do to get back on track and for damage control?
- 7/25/06** **Test #1: Chapters 1 and 2.**
Read and discuss Chapters 3, 4, and 5
Learn how to assess a firm's internal environment with value chain analysis, a resource based view and two approaches to performance evaluation. Understand the importance of knowledge and management of human capital, its foundation, and the role of social capital. Learn how technology is used to leverage human capital and knowledge. Look at business level to create and sustain competitive advantage and understand the industry life cycle.
Review for Test #2
- Case Discussion: #31 - World Wrestling Entertainment (Page 808)
Assess the firm's internal environment and its intellectual assets, consider its options for diversification. There is a video for this case.
- 8/01/06** **Test #2: Chapters 3, 4, and 5.**
Read and discuss Chapters 6, 7, and 8.
Step up to corporate level strategy and how to make diversification work. Then consider how to create value in a global market, look at the global economy and what it means to compete at this level. Understand leveraging the internet and e-business into a digital business strategy.
Review for Test #3.
- Case Discussion: #3 - Starbucks Corp.: Competing in a Global Market (Page 557)
Understand the company's globalization efforts and develop a systematic approach for Analyzing the effects of local push-back on the Starbucks development efforts abroad.
- 8/08/06** **Test #3: Chapters 6, 7, and 8**
Read and discuss Chapters 9, 10, and 11.
Begin looking at strategic implementation and how to link strategic control to different levels. Study the important and value of corporate governance. Then, consider different organizational structures and the implications for strategic development and control. Understand the importance of a learning organization and the concept of emotional intelligence along with the value of an ethical organization. .
Review for Test #4.
- Case Discussion: #8 - Best Laid Incentive Plans (Page 613)
What is the Rainbarrel approach to strategic control, does it work, or need modification? What should be done next and how can it be linked to the business strategy?

8/15/06

Test #4: Chapters 9, 10, and 11.

Read and discuss Chapter 12 and 13 .

Look at the task of managing innovation in an organization and developing entrepreneurship Class discussion about the ways to recognize opportunities for new ventures in today's market places.

Follow-up on Best Laid Incentive Plans case with HBR article.

Case Discussion: MacGregor, an HBR article.

How does MacGregor implement strategic control in his operation and accomplish long and short term planning? Consider a SWOT analysis of his plant.