

Benedictine University at Springfield College

SEMESTER: Fall 2007
LOCATION: Dawson Hall (D223)
TIMES: 6:00P.M. – 10:00P.M.
Thursday

INSTRUCTOR: Bud Pruett
PHONE: 787-4533 (Home)
EMAIL: bpruett@sci.edu
MEETING: Before and after
class or by appointment

STRATEGIC MANAGEMENT: MGT 380 - 30

- I. 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.
- II. Textbook:** *Strategic Management – Text and Cases*; Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, McGraw-Hill Irwin, Third Edition.
- III. Mission Statement** 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:** To develop the capacity to think strategically about a company in its current business position and its 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 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.
- Outcomes:** Students will learn to critically analyze a company in its business situation, how it fits in its 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.
- V. Teaching Method:** Lecture, power point presentations, class discussion, and case studies.
- VI. 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.

Attendance Participation in class discussions, case studies and team presentations 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

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: 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.

VII. Means of Evaluation:	Tests	60%
	Case Studies (Written and Oral)	25%
	Participation in Class	<u>15%</u>
	Total	100%

VIII. Course Outline

10/04/07	Thurs.	Review syllabus, assignment, case studies and grading. Discuss expectation for the class and case studies. Set up team assignments and discuss major project for final. Discuss Chapter 14. Why and how to analyze strategic management cases and pointers on how to get the most from the case analysis. Discuss Chapter 1. Understand strategic Management, the role of corporate governance and how strategic management must permeate a company. Learn how to ensure coherence in strategic direction.
10/11/07	Thurs.	Discuss Chapter 2. Look at how companies become aware of their environments and learn the different environmental segments they operate in. Become familiar with the Five-Forces Model of Industry Competition. Discuss Case #37: UPS/FedEx Package Wars. Prepare an internal and external analysis, in writing, prepare to discuss Porter’s Five Forces in class.
10/18/07	Thurs.	Discuss Chapter 3. Become familiar with value-chain analysis, the Resource-Based View of a company and the two approaches to evaluating performance. Guest Speaker Work on Team Assignment
10/25/07	Thurs.	Discuss Chapter 4. Understand the importance of knowledge and management of human capital, it’s foundation, and the role of social capital. Learn how technology is used to leverage human capital and knowledge. . Discuss Case #40: Toys “R” Us. Analyze the internal and external environment along with the company’s intellectual

assets. Prepare recommendations for a new corporate strategy.

Review for Test #1: Chapters 1, 2, 3, and 4.

- 11/01/07 Thurs. **Test #1: Chapters 1, 2, 3, and 4.** Discuss Chapter 5. Learn the types of competitive advantage at the business level as well as the different stages of the industry life cycle. Discuss Chapter 6. Step up to the corporate level and understand related and unrelated Diversification and then how managerial motives affect the value chain.
- 11/08/07 Thurs. Discuss Chapter 8. Look at how the internet has changed business, how the internet can add value, affects the Five Competitive Forces, and impacts a company's competitive strategy Discuss Case #17. McDonald's. Prepare a SWOT analysis and recommendations for future corporate strategy.
Guest Speaker
Review for Test #2: Chapters 5, 6, and 8.
- 11/15/07 Thurs. **Test #2: Chapters 5, 6, and 8.** Discuss Chapter 9. Begin looking at strategy implementation, how traditional and contemporary approaches work as well as behavioral control. Also, understand the role of corporate governance in control and the mechanisms used. Discuss Case #8. The Best-Laid Incentive Plans. Prepare a written recommendation and action plan for the board of directors.
Turn in outline for team project.
- 11/20/07 Tues. **Class rescheduled from 11/22 due to Thanksgiving**
Discuss Chapter 10. Understand the different forms of organizational structure and how Companies migrate from one to the next. Discuss Case #4: The Skeleton in the corporate closet. Class discussion on the leader's role in creating and maintaining an ethical organization.
Guest Speaker
- 11/22/07 Thurs. **No Class – HAPPY THANKSGIVING !!!**
- 11/29/07 Thurs. Discuss Chapter 11: Look at leadership, how it functions and adds value to an organization. Understand the concept of emotional intelligence and it's importance in leadership. Understand the idea of learning organizations, how they are different, how they treat knowledge and their employees. Discuss Case #26: Procter & Gamble. Prepare a leadership assessment
Review for Test # 3: Chapters 9, 10 and 11.
- 12/06/07 Thurs. **Test #3: Chapters 9, 10, and 11.** Discuss the MacGregor Case. Final Team Case Presentation.

Cases

Case #4: The Skeleton in the Corporate Closet (Page 576)

Case #8: The Best-Laid Incentive Plans (Page 613)

Case #17: McDonald's (Page 692)

Case #26: Procter & Gamble (Page 768)

Case #37: UPS/FedEx Package Wars (Page 885)

Case #40: Toys “R” Us (Page 935)

Case: MacGregor (Handout)

Finals Case: Team elective from those in the text, except for those above.

IX. 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.