

**MGT 487**  
**STRATEGIC MANAGEMENT AND POLICY**  
**Spring, 2007**

**INSTRUCTOR:** Dr. Ann Lambert  
**OFFICE HOURS:** **TR** 10:00 a.m. – 11:00 a.m.; 1:45 p.m. – 3:30 p.m.  
Other times by appointment.  
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**TEXTS**

Coulter, Mary K., *Strategic Management in Action*, 3<sup>rd</sup> Edition (2005).

**COURSE DESCRIPTION**

Prerequisite: 102 credit hours, including FGB 380, MGT 364, and MKT 350.

Integration of specialized areas of business administration; coordination of various business functions from the standpoint of the formulation, implementation, and control of business objectives, strategies and policies.

**PURPOSE OF COURSE**

MGT 487 is the capstone, integrative course for the undergraduate business school curriculum. The course requires you to think about how an organization functions from the top management, macro perspective faced with the challenge of integrating and coordinating the functional areas of a business (accounting, finance, information systems, marketing, operations, research & development) in order to formulate and implement a sustained domestic/global competitive advantage. This is achieved by the strategic management process.

You have been exposed to all the functional areas of business through the business core requirements which included courses in accounting, computers, law, quantitative, management, marketing, operations and finance. In addition, you have taken courses in economics, psychology, communications et al. The focus now is trying to understand how the different functional areas must be integrated via the strategic management process in order for an organization to successfully gain competitive advantage and achieve its mission and objectives.

This course will develop and sharpen your analytical skills by learning and applying the strategic management process to all types of organizations in different types of environments. Emphasis will be placed on learning how to assess an organization's current competitive position and how to deal with internal and external environmental complexities and constraints. This is accomplished by the formulation, implementation, and control of an organization's mission, objectives, goals, strategies, and policies.

The overriding pedagogical objective is to sharpen your abilities to think strategically and to diagnose an organization's situation from the strategic competitive advantage perspective. Identifying major strategic issues and developing strategic alternatives will require the use of your analytical skills and the knowledge you have acquired from course work to date.

Two primary means will be used to accomplish this.

1. A study of the strategic management process.
2. Analyzing cases to gain better understanding of how the concepts of strategic management and competitive advantage are actually utilized.

### COURSE OBJECTIVES

1. To develop insight and understanding of the strategic management process, specifically to increase understanding of what managers must do to make an organization successful in the long run, as well as in the short run.
2. To become sensitized to the ethical and global ramifications of the strategic management decision-making process.
3. To develop insight and understanding into the concept of competitive advantage and its relevance to the overall effectiveness of a firm.
4. To develop the orientation and attitudes of top administrators as opposed to first-level supervisors, generalists as opposed to specialists, and practitioners as opposed to researchers.
5. To integrate within a system's paradigm the functional areas and disciplines of business as well as knowledge gained in non-business courses.
6. To develop strategic issue recognition, analysis, and solving abilities and skills.
7. To further develop and refine written and oral communication skills.
8. To further develop your interpersonal skills in working as an effective member of a management team.
9. To develop into a polished "**professional**" ready to enter the business world.

### EVALUATION CRITERIA

<u>FACTOR</u>	<u>PTS POSSIBLE</u>	<u>PTS EARNED</u>
<i><b>THEORY EXAMINATIONS – 2</b></i>	200 Points	
<i><b>EXTERNAL ANALYSIS</b></i>	50 Points	
<i><b>INTERNAL ANALYSIS</b></i>	75 Points	
<i><b>ISSUE ANALYSIS</b></i>	100 Points	
<i><b>CASE PROJECT</b></i>	200 Points	
<i><b>*IN-CLASS ASSIGNMENTS AND QUIZZES</b></i>	<u>75 Points</u>	
<b>TOTAL POINTS</b>	<u>700 Points</u>	
<i><b>*approximate</b></i>		

Questions about grades received on returned assignments should be raised at the time the assignment is returned, not at the end of the semester. You are responsible for tracking your grades.

#### THEORY EXAMINATIONS

Essay and objective examinations covering the lecture, theory portion of the course. Student is responsible for what is covered in class, as well as the textbook chapters and assigned articles/cases. Examination will measure knowledge (memorization) and understanding (applications of knowledge).

#### EXTERNAL ANALYSIS

Team written case opportunity to assess your analytical skills evaluating an organization=s external environment.

#### INTERNAL ANALYSIS

Team written case opportunity to assess your analytical skills evaluating an organization=s internal environment.

## ISSUE ANALYSIS

An opportunity to assess your analytical skills evaluating an organization's external and internal environments as well as strategic issues and recommendations.

## CASE PROJECT

Team Case Project involving formal written report covering all parts of case analysis plus an update and formal case presentation.

## IN-CLASS ASSIGNMENTS

Various in-class assignments such as reaction comments, position papers, learning observations, etc. worth 5 to 10 points each. Unannounced. No make-up assignments.

## ATTENDANCE POLICY

Class attendance is essential and students are expected to attend all sessions and remain for the entire class period. (Class roll will be taken.) There is a significant correlation between consistent class attendance and higher grades. In addition, your participation in class discussions and presence in class determine a portion of your final grade.

You are expected to be in your seat on time and prepared for class, which includes reading the assigned chapters/topics for that day and having the appropriate materials (pens, pencils, paper, assignment(s), etc.). In addition, respect and common courtesy require that individuals not distract others around them with idle talk or disruptive behavior. If this occurs, the person will be asked to refrain from the behavior immediately or to leave the classroom. This instructor encourages freedom to express opinions and to share ideas. However, with that freedom comes the responsibility to treat other members of the class (fellow students, visitors, and teacher) with courtesy and respect.

Each assignment has a specified due date. Assignments will be announced in advance. It is your responsibility to allow sufficient time to complete the assignment and deliver, or have delivered, your assignment at the beginning of the class period on the date due. No late assignments will be accepted. No exceptions will be made. Short, unannounced quizzes may be given on reading and study assignments. There will be no make up of these quizzes. Exams are to be taken at the time specified. In the event that an exam is missed (due to illness, etc.), you will receive a zero for that exam, or the next exam may be doubled. Under special circumstances (school trips, etc.) exams may be taken early with prior notification to the instructor.

## ASSESSMENT EXAM

All MGT 487 students are **required** to take an Exit Assessment examination during the final examination period. The purpose of the exam is to evaluate the Business program, and to report required assessment information to the State Coordinating Board of Higher Education. Your score on the exam does not affect your grade in the course, nor does it affect your graduation status. However, **participation** in the exam is a **graduation requirement**.

## LEGAL POINTS

(A) **Disability Accommodation:** To request academic accommodations for a disability, contact the Director of Disability Services, Plaster Student Union, Suite 405, (417) 836-4192 or (417) 836-6792 (TTY), <http://www.missouristate.edu/disability>. Students are required to provide documentation of disability to Disability Services prior to receiving accommodations. Disability Services refers some types of accommodation requests to the Learning Diagnostic Clinic, which also provides diagnostic testing for learning and psychological disabilities. For information about testing, contact the Director of the Learning Diagnostic Clinic, (417) 836-4787, <http://psychology.missouristate.edu/lhc>.

(B) **Academic Integrity:** Missouri State University is a community of scholars committed to developing educated persons who accept the responsibility to practice personal and academic integrity. You are responsible for knowing and following the university's student honor code, *Student Academic Integrity Policies and Procedures*, available at <http://www.missouristate.edu/provost/22102.htm> and also available at the Reserves Desk in Meyer Library. Any student participating in any form of academic dishonesty will be subject to sanctions as described in this policy.

(C) **Nondiscrimination:** Missouri State University is an equal opportunity/affirmative action institution, and maintains a grievance procedure available to any person who believes he or she has been discriminated against. At all times, it is your right to address inquiries or concerns about possible discrimination to the Office for Equity and Diversity, Siceluff Hall 296, (417) 836-4252. Other types of concerns (i.e., concerns of an academic nature) should be discussed directly with your instructor and can also be brought to the attention of your instructor's Department Head.

## TEAM POLICY

Teams will be utilized heavily in this course. Students may select their own team members to minimize schedule and personality conflicts. It is strongly recommended that team members have different majors in order to have a balanced perspective.

It is expected that team members contribute their fair share on each assignment. Peer evaluations will be used. The average percent contribution, as determined by peers, will be reflected on each individual's team performance evaluation. The team will be given an evaluation for each assignment. Then that team evaluation will be adjusted to reflect peer evaluations. Teams may elect to "fire" non-performing members.

## TENTATIVE SCHEDULE

	<u>DATE</u>	<u>ASSIGNMENT</u>
T	1/16/07	Introduction and Chapter 1
R	1/18/07	
T	1/23/07	Chapters 1 and 2
R	1/25/07	
T	1/30/07	Chapters 2 and 3
R	2/1/07	
T	2/6/07	Chapters 3 and 4
R	2/8/07	
T	2/13/07	Chapter 4
R	2/15/07	<b>TEST</b>
T	2/20/07	Chapter 5 and External Analysis
R	2/22/07	
T	2/27/07	Chapters 6 and 7 Internal Analysis
R	03/1/07	
T	3/6/07	Chapters 7 and 8 Internal Analysis
R	3/8/07	
T	3/13/07	Chapter 8
R	3/15/07	
<b>T</b>	<b>3/20/07</b>	<b>SPRING BREAK – No Classes</b>
<b>R</b>	<b>3/22/07</b>	<b>SPRING BREAK – No Classes</b>
T	3/27/07	Chapter 8 and Review TEST
R	3/29/07	
T	4/3/07	Presentations – All written case projects due <b>SPRING HOLIDAY – No Classes</b>
R	<b>4/5/07</b>	
T	4/10/07	Presentations
R	4/12/07	
T	4/17/07	Presentations
R	4/19/07	
T	4/24/07	Presentations
R	4/26/07	
T	5/1/07	Presentations
R	5/3/07	
T	5/8/07	Presentations
R	5/10/07	

**NOTE: This schedule is tentative and subject to change with prior notification.**