

**MGT 487**  
**Sections 3, 5**  
**Fall 2006**

Section 3: 11:00 – 12:15 T/R      Section 5: 2:00 – 3:15 T/R

Professor:     A. Lawrence Summers  
                  Assistant Professor of Management

Office:         Glass 219

Office Hours: W – 2:00 p.m.-5:00 p.m.  
                  T/R – 3:30 p.m. – 5:00 p.m.  
                  By Appointment

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**Textbook/Materials**

Text: Coulter, *Strategic Management in Action*, 3<sup>rd</sup> Edition

Internet access, Blackboard access (*critical*)

Recommended Reading: *Wall Street Journal*, *Business Week*, *News-Leader*

**Course Overview**

**This course requires a lot of time, effort and energy.**

This course is designed to provide business majors with an opportunity to integrate and demonstrate the knowledge and skills acquired in earlier courses. Strategic Management and Policy is a capstone undergraduate course which allows students to utilize what has been learned in various other functional level courses that they have taken such as accounting, finance, marketing, operations management, organizational behavior, accounting and courses outside the College of Business. It also calls upon students to develop and utilize analytical and critical thinking skills along with the application of problem solving skills in understanding and presenting case studies.

Strategic Management is concerned with strategic or long term issues involving decisions made by general managers regarding the deployment of human, financial, and physical resources. The emphasis on the long term issues may distinguish this course from many of the other courses you may have taken where skills concerning day-to-day activities were stressed.

You will develop analytical skills through study and practice of strategic management thinking to different types of organizations (firms). We will examine the firm's position in its environment and look at competitive issues and the impact(s) competition has on the development and implementation of firm strategy.

We will endeavor to identify and include all stakeholders when considering the strategy(ies) chosen and implemented by the firm. Successes and problems should be examined from many such viewpoints. Most of the time, I will ask you to take the position of a highly paid business consultant or even a Fortune 500 CEO. You will not be paid as many CEOs are paid, but hopefully you will gain a better understanding of

the skills and talents that are needed to be a successful manager. But, most of the time, I expect you to be fully involved and engaged college students.

Time management is a critical element in successfully completing this class.

## Methods

The course will consist of lecture, open class discussion, student presentations, and small group activities. Each student will participate as a member of a small group (usually 4 to 5 students); individual group participation and contribution will be evaluated (graded) by the student's peers within that group

The class also will have two (2) exams and four (4) quizzes. The exams and quizzes may contain multiple-choice, true/false, and/or short answer/essay type questions.

## Course Objectives

1. Develop knowledge and understanding of the strategic management process.
2. Explicate the factors which impact upon a particular firm's success in the marketplace.
3. Integrate learning in other functional areas and personal experience in the evaluation of a firm and its strengths and weaknesses.
4. Evaluate a particular firm's or industry's opportunities and threats.
5. Develop and practice written and oral communication skills.
6. Understand the needs of senior management and anticipate ways to meet those needs.

## Grading

|                              |                             |            |            |
|------------------------------|-----------------------------|------------|------------|
| Individual:                  | Exams: 2 @ 100 Points each  | 200        |            |
|                              | Quizzes: 4 @ 25 Points each | 100        |            |
|                              | Class Participation         | 50         |            |
|                              | Presentation                | 50         |            |
|                              | Group (Peer) Evaluation     | <u>50</u>  |            |
|                              | Sub-Total                   | 450        |            |
| Group:                       | Major Case                  | 150        |            |
|                              | Written – 100               |            |            |
|                              | Presentation – 50           |            |            |
|                              | Papers 4 @ 50 Points Each   |            | <u>100</u> |
|                              | Sub-Total                   | 250        |            |
| <b>Total Points Possible</b> |                             | <b>700</b> |            |

**630 – 700 Points A**

**560 – 629 Points B**

**490 – 559 Points C**

**420 – 489 Points D**

Below 419 Points F

Grades are based on points earned and are not curved. No individual or group extra credit will be offered.

## Explanation of Assignments

Exams. There will be two non-cumulative tests over the material covered. Text material, articles, class lecture, and class discussion are all sources of test questions. No make-up exams will be given. Arrange your schedule accordingly.

Quizzes. As incentive to prepare daily for class, five quizzes will be given during the semester. These quizzes will be short (10 minutes) and will cover anything that might have been covered in any previous class or the assignment for that day.

Group Papers. Each student group will prepare two (4) papers covering various aspects of environmental scanning, financial analysis and/or SWOT analysis. The papers are expected to be 4 – 5 pages, double spaced. Multiple resources may be utilized in preparing the paper. Due dates may vary, depending upon class progress.

Group (Peer) Evaluation. Several assignments depend upon group work. Each person will be required to evaluate the performance of each of their group members.

Class Participation. During the formal group case presentations, you will be required to write a question for the presenting group. If you turn in an appropriate and perceptive question for each presentation, you will receive full credit (25) points for this item. For each case presentation missed and/or failure to turn in a valid question, you will lose 5 points, up to the total points allotted.

Major Case. At the end of the semester, each group will make a formal, professional presentation of its assigned case. The presentation will include a descriptive history of the company, a financial analysis, a SWOT analysis, an evaluation of overall company performance, and appropriate, specific strategic recommendations. Team assignments as well as case assignments will be by the fourth class period. Additional grading criteria will be made available. The formal presentation will be supported by a professional appearing report (case study). A single grade will be assigned to each group member based upon group performance as well as a common grade that evaluates the overall group. In addition, each group member will be graded based upon her/his individual presentation.

All assignments, except for the questions required for class participation points, must be typed. Electronic submissions in Word/Excel format will be accepted. Late assignments will be accepted, but with the grade reduced by 5% for each day that the assignment is late.

## Class Attendance

The University's attendance policy can be found in the 2005-2006 *Undergraduate Catalog* (p. 63) and at <http://www.missouristate.edu/recreg/attendan.html>. Class attendance is essential and is expected. I fully expect that you attend each class and that you are 1) on time and 2) prepared for class. I will respect your time by promptly ending each class at or before the scheduled end of class. Arriving late or leaving early is disruptive. If you are late and I have already taken roll, it is your responsibility to let me know that you were, in fact, in class. Otherwise you may be counted absent. After 5 absences, the appropriate University authority may be notified. Excessive absences may affect grade decisions.

If you miss an unannounced quiz or other in-class graded assignment you miss the opportunity to earn those points. If you know that you will miss a class in advance (*before the scheduled start of class*) because of 1) participation in a University-sanctioned activity, 2) personal illness, 3) family emergency, **let me know as soon as possible**. Arrangements can be made for an alternative to protect your grade. The same principle applies if you are going to miss a class when an assignment is scheduled to be turned in.

**Attendance at the final exam period is mandatory.** This is when you take the MFAT standardized business exam, a graduation requirement. The exam will require the full two hours allocated for the final exam.

## **Assignments**

Written assignments must be turned in at the beginning of the class period on the date assigned. For group presentations, all members of the group must be present for the assignment to be accepted. All multi-page assignments must be stapled or otherwise bound together. For presentations, copies of slides, overheads, and/or handouts must be included with the material turned in for grade.

Questions about grades received on assignments (or exams/quizzes) must be raised within one week of the return of the assignment (or exam/quiz)..... certainly not at the end of the semester.

Extra credit will not be offered to any single individual or group. If there is an extra credit opportunity, it will be offered only to the entire class. No extra credit opportunities are foreseen.

## **Academic Integrity Policy.**

Academic dishonesty is an offense against the University. All members of the academic community must be confident that each person's work has been responsibly and honorably required, developed, and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. A student who has committed an act of academic dishonesty has failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is not only a basis for disciplinary action but is also relevant to the evaluation of the student's level of performance. If cheating occurs, offending students could receive an "F" (or a zero) for that assignment and/or an "F" as their final course grade. A report of the incident will be sent to the appropriate University authority for possible disciplinary action. 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/3935.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.

Academic dishonesty includes but is not necessarily limited to the following: Cheating, or knowingly assisting another student in committing an act of cheating or other academic dishonesty; plagiarism; unauthorized possession of an examination; and other acts as defined by the student handbook. When in doubt about plagiarism, paraphrasing, quoting, or collaboration, consult the course instructor.

## **Disability Accommodation Policy**

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/ldc>.

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## **Nondiscrimination Policy**

Missouri State University is an equal opportunity institution and accepts and values diversity among its students and its faculty and staff. Every effort must be made to respect the dignity and equality common to all persons without regard to race, color, religion, sex, national origin, ancestry, age and/or disability. The University maintains a grievance procedure incorporating due process available to any person who believes that he or she has been the subject of discrimination. Missouri State University is an Equal Opportunity/Affirmative Action employer.

Missouri State University as an equal opportunity/affirmative action institution, 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, Sicheluff 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.

## **Schedule**

The tentative class schedule is attached. **This course requires a lot of time, effort and energy.**

## **Miscellaneous**

I am available to discuss your progress in the class, your grade(s), or any problems or concerns that you may have with the class. I welcome questions related to the class. Please let me know if you have suggestions or recommendations as to how to improve the learning environment in our classroom. If you have concerns about your grade, the best time to discuss those concerns is *now!* Waiting until the end of the semester does not work. Graduating seniors do not receive any preferential treatment. Final grades are based solely on the points you earn.

Several grading opportunities are given. Keep track of your points. If you sense a problem, call me. This course requires a lot of work, especially group work. Effective time management, scheduling and task management skills are needed.....this is a project management issue. Manage your resources carefully, especially your time. If your group is having an inordinately difficult time finding a time/place to meet, let me know ASAP. A presentation put together the night before it is due shows it. Plan to rehearse your presentation at least a couple of times. Make your time together count and don't ask or depend upon the others in your group to do your work. If you are in a group where one or more members are not 'pulling their weight', let me know.

## **Dropping the Class**

It is your responsibility to understand the University's procedure for dropping a class. If you stop attending this class but do not follow proper procedures for dropping the class, you will receive a failing grade and will also be financially obligated to pay for the class. For information about dropping a class or withdrawing from the university contact the Registration Center at 836-4335.

## **Special Note:**

The use by students of cell phones, pagers, or similar communication devices during scheduled classes is prohibited. All such devices must be turned off or put in a silent mode and cannot be taken out during class. At

the discretion of the instructor, exception to this policy is possible in special circumstances. See <http://www.missouristate.edu/provost/4264.htm> for complete policy.

I love cell phones and pagers. Many brave and loyal customers provided a good living for me and my family. But, please turn off all communication devices, including cell phones and pagers BEFORE entering the classroom. Thanks.

### ***Caveat***

The schedule, assignments and procedures outlined for this course are subject to change. Changes will be communicated as far in advance as possible. Changes will usually be made based upon class needs and desires. The student is responsible for knowing and adapting to any and all changes, should the instructor deem changes necessary.

**Schedule & Grade Summary  
Fall 2006**

|               |               | <b>MGT 487<br/>Sections 3, 5<br/>Fall 2006</b> | Section 3: 11:00 – 12:15<br>Section 5: 2:00 – 3:15 | <b><u>DUE</u></b>              |
|---------------|---------------|--|--|--------------------------------|
| <b>Class</b>  | <b>Date</b>   | <b>Subject</b>                                 | <b>Assignment</b>                                  |                                |
| 1 (T)         | 22 Aug        | Introduction & Course Objectives               | Chapter 1, Syllabus                                |                                |
| 2             | 24 Aug        | Strategic Management – What & Why              | Chapters 1,2                                       |                                |
| 3             | 29 Aug        | Realities of the Business World & Environment  | Chapter 2, Teams                                   |                                |
| 4             | 31 Aug        | SWOT Analysis                                  | Chapter 3  |                                |
| 5             | 5 Sep         | SWOT Analysis                                  | Chapter 3  |                                |
| 6 (R)         | <b>7 Sep</b>  | 5-Forces Analysis & Intelligence Gathering     | Chapter 4  | <b>Group Paper<sup>1</sup></b> |
| 7             | 12 Sep        | Library Presentation & Exam Review             | Chapters 1,2,3, 4                                  |                                |
| <b>8 (R)</b>  | <b>14 Sep</b> | <b>EXAM 1</b>                                  | <b>Chapters 1-4,</b>                               | <b>Exam</b>                    |
| 9             | 19 Sep        | Functional Strategy                            | Chapter 5  |                                |
| 10            | 21 Sep        | Strategy Development & Implementation          | Chapter 5  |                                |
| 11            | 23 Sep        | Resources & Core Competency                    | Chapter 6  |                                |
| <b>12 (R)</b> | <b>28 Sep</b> | Corporate Strategies – Organizational Choice   | Chapter 7  | <b>Group Paper<sup>2</sup></b> |
| 13            | 3 Oct         | Corporate Strategies – Organizational Change   | Chapter 7  |                                |
| 14            | 5 Oct         | Corporate Strategies – Limiting Factors        | Chapter 7  |                                |
| 15            | 10 Oct        | Financial Analysis & Financial Ratios          | Appendix 1   |                                |
| <b>16 (R)</b> | <b>12 Oct</b> | Competition                                    | Chapter 6  | <b>Group Paper<sup>3</sup></b> |
| 17            | 17 Oct        | Group Work Day                                 | Syllabus   |                                |
| 18            | 19 Oct        | Fall Break!                                    | Enjoy  |                                |
| 19            | 24 Oct        | Functional Strategies                          |  |                                |
| 20            | 26 Oct        | Group Presentations                            | Assigned Cases                                     | <b>Group Paper<sup>4</sup></b> |
| 21            | 31 Oct        | Competition, Core Competency, SCA              | Chapter 6  |                                |
| <b>22 (R)</b> | <b>2 Nov</b>  | <b>EXAM 2</b>                                  | <b>Chapters 5-7</b>                                | <b>Exam</b>                    |
| 23            | 7 Nov         | Group Presentation                             |  |                                |
| 24            | 9 Nov         | Group Presentation                             |  |                                |
| 25            | 14 Nov        | Group Presentation                             |  |                                |
| 26            | 16 Nov        | Group Presentation                             |  |                                |
| 27            | 21 Nov        | Group Presentation                             |  |                                |
| 28            | 22 Nov        | <b>HAPPY THANKSGIVING!!</b>                    | Enjoy  |                                |
| 29            | 28 Nov        | Group Presentation                             |  |                                |
| 30            | 30 Nov        | Group Presentation                             |  |                                |
| 31            | 4 Dec         | Group Presentation                             |  |                                |
| 32            | 6 Dec         | Group Presentation                             |  |                                |

|  |               |                                       |  |  |
|--|---------------|---------------------------------------|--|--|
|  |               |                                       |  |  |
|  | <b>12 Dec</b> | <b>Final Exam – 11:00 – Section 3</b> |  |  |
|  | <b>14 Dec</b> | <b>Final Exam – 2:00 – Section 5</b>  |  |  |

Papers:

1. Corporate Overview
2. Environmental Scan – O/T
3. Porter’s Five Forces
4. Internal Analysis – S/W

**Contact Information**  
**Fall 2006**

Office Hours: T/R 3:30 – 5:00; W 2:00 – 5:00

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