POLICY STATEMENT
MGT 487 – Strategic Management
Spring, 2007

Professor: Dr. Mary Coulter
Office: Glass 408
Office Hours: T 7:00 a.m. – 8:00 a.m.; 11:00 a.m. – 12:30 p.m.
Th 7:00 a.m. – 8:00 a.m.; 11:00 a.m. – 12:30 p.m.
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Important Web Sites: www.courses.missouristate.edu/mkc164f
www.blackboard.missouristate.edu
www.prenhall.com/coulter

TEXTBOOK/MATERIALS
Text: Coulter, Strategic Management in Action, 3rd edition
Blackboard – must enroll for this course

COURSE OVERVIEW
You should know up-front that this course requires a significant amount of time, effort, and energy!

MGT 487 is the capstone, integrative course for COBA undergraduates. It is designed to provide our business majors with an opportunity to integrate and use the knowledge and skills acquired in earlier courses. This course requires you to think about how an organization functions from the macro-perspective – an approach different from that used in your other functional courses (accounting, finance, marketing, operations management, information systems, etc.) where your primary focus was on that particular area.

This course will develop and sharpen your analytical skills through studying and applying strategic management to different types of organizations in different types of environments. We will emphasize learning how to assess an organization’s external situation and its internal resources and capabilities--commonly known as the SWOT analysis. You will use analytical, critical thinking, and problem-solving skills. The overriding pedagogical objective is to sharpen your abilities to “think strategically” and to diagnose an organization’s situation from a strategic perspective. Three primary means will be used to accomplish this:

1. A thorough study of the strategic management process (Chapters 1-7)
2. Case analysis (several brief cases)
3. Formal Group case analysis and presentation (comprehensive case)

COURSE OBJECTIVES
1) To develop insight and understanding of the strategic management process; specifically to increase your understanding of what managers must do to make an organization succeed in the long run.
2) To integrate within a systems paradigm the functional areas and disciplines of business as well as knowledge gained in non-business courses.
3) To develop strategic issue recognition, analysis, and problem-solving abilities and skills.
4) To further develop and refine communication skills, oral and written.
5) To further develop general management skills including the ability to influence others.
6) To develop into a polished "professional" ready to enter the business world.

COURSE METHODS
The course will consist of lecture, open class discussion, student presentations, group work (inside and outside class) and, of course, case analysis.

EVALUATION CRITERIA
Forty-five percent (45%) of your grade is based on individual assignments. The rest is based on team performance, an approach which many organizations now use.

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\text{C} & \text{A} & \text{s} & \text{N} & \text{O} & \text{t} & \text{e} & \text{e} & \text{1 (Group)} & \text{50 pts.} \\
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\text{P} & \text{e} & \text{e} & \text{r} & \text{e} & \text{v} & \text{a} & \text{l} & \text{u} & \text{a} & \text{t} & \text{i} & \text{a} & \text{t} & \text{i} & \text{on} & \text{(Individual)} & \text{25 pts.} \\
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Grades are based on points earned and are not curved.
There is \text{NO} extra credit work given.

**EXPLANATION OF WORK REQUIRED**

**Tests:** There will be two non-cumulative tests over the material covered. Text, articles, class lecture etc. will all be fair game for inclusion in the tests. Part of your performance assessment in this course is a financial analysis and a SWOT analysis. \text{No make-up exams will be given. If you miss an exam, you will make up that exam after taking your exit assessment exam.}

**Case Notes:** The Case Notes are designed to practice the two major parts of a case analysis: SWOT analysis (Case Note 1) and Issues/Alternatives/Recommendations/Implementation (Case Note 2). The directions for completing each Case Note are available on my Web site. The case itself is \text{available from me} and you will need to make copies for your group.

**Formal Group Case Analysis/Presentation:** At the end of the semester, your group will be making a formal, professional presentation of a case analysis. I will assign the cases to the teams after the teams are formed. These cases are \text{available from me}. The information concerning format, presentation guidelines, and evaluation is available on my Web site.

**Chapter Assignments:** These are short assignments from the text chapters we cover. They're designed to give you additional experience in analyzing organizations and environments. They add up to 90 points of your grade. Some will be done individually and others will be done in your group. All material you turn in for these will need to be typed. I will provide specific information about what to do for each one.

**FYI Paper and Presentation:** FYI (For Your Information) boxes are found in each chapter of the text. Your group will research one of these, write a short paper, and make a brief presentation to the class. Information on the format for these FYI assignments can be found on my Web site.

**Class Participation:** During the formal group case presentations, you will be required to write a question to ask the presenting group. After the group is finished, I will ask you to turn in these questions and I will select certain ones to ask the group. If you are there for every formal presentation and turn in an \text{appropriate and intelligent} question, you will get the total points allotted for this activity. For every formal case presentation you miss or do not turn in an appropriate and intelligent question, you will lose 2 points up to the total allotted (20 points).

**Group Peer Evaluation:** Since many of your assignments are done in a group, I will be having you evaluate each member of your group using a standardized form that I will give you. I trust that these evaluations will be approached seriously and with some thought.
For each person you give a score of 20-25, you will need to write a one-paragraph justification on the reverse side of the form giving examples of how this person merits that score. Likewise, for any score below 15, you will need to write a one-paragraph justification on the reverse side giving examples of how this person merits that score.

ESSENTIAL REQUIREMENTS TO DO WELL IN THIS COURSE
1. Regular attendance and participation for all class sessions. Class attendance is essential and expected. All class meetings will be held unless it is announced specifically there will be none. Everyone (including me) should come to class ON TIME, prepared, and willing to participate in open discussion. (You will be expected to arrive at your job on time!) Arriving late disrupts the class. I will use a seating chart to take attendance at the beginning of class and if you are not in class at that time, you will be marked absent. It is your responsibility to notify me after class if you have arrived late. Otherwise, you will be marked absent. If you fail to notify me after that specific class that you have arrived late, the recorded absence will remain — no later negotiations will take place, especially at the end of the semester, concerning recorded absences. After 5 absences (essentially 2 ½ weeks of class), the appropriate University authority may be notified. The number of absences may influence borderline grades.

If you are absent on a day that we complete an assignment in class, that work cannot be made up. If you know you are going to be absent on a particular day, contact me prior to class (prior means before!), and I will give you an alternate assignment that must be completed and brought to class the next class session.

2. Thorough advance preparation of the material to be discussed for the day. There will be a great deal of material presented in this class. Strategic management is an all-encompassing subject and we cover a lot of topics very quickly. Keep up with your reading and come to class so you don’t miss out on assignments. Don’t get behind! Manage your time well! You’re college seniors (most of you about to graduate) so show some maturity by being prepared.

3. Participate in the class by asking questions and answering questions during lecture and in-class exercises/assignments. Please be aware that it will be difficult to follow the discussion or participate if you have not read the material. I will come to class assuming you have read the material and have a basic understanding of the concepts and theories. During class, I’ll be reinforcing key points, clearing up questions concerning the basics, and introducing other aspects of the material.

4. Group Work. We do a lot of group work in this course. Choosing a group is important! Please start thinking about who you want your group members to be (group size will be determined by number enrolled in class, but it will either be 4 or 5 per group). We will finalize the groups within two weeks. Your group will be individuals with whom you’ll be spending a great deal of time on a number of assignments this semester, so please take this forming process seriously. Experience suggests that you should try to get: a mix of business “specialties,” not all marketing majors or all CIS majors, etc.; common preferences and availability for meeting times; agreement on desired performance sought; and interpersonal “chemistry.” Everything else being equal, work with folks you like and respect.

CLASSROOM CONDUCT
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.

Rude behavior will not be tolerated. Examples of “rude behavior” could include the following:

- Talking to your neighbor during class.
- Reading newspapers/magazines during class.
- Sleeping during class.
- Frequent/excessive late arrivals.
- Leaving during class, then returning during the same class period (unless it is a true emergency).
- Speaking disrespectfully to the professor or to another student during class.
- Playing with cards during class.
- Leaving cell phones/pagers on during class.
- Playing electronic games during class.

ASSIGNMENTS
Written assignments must be turned in at the beginning of the class period on the date assigned. On group assignments, all members should be there before class starts in order to get your assignment collated and stapled.
Questions about grades received on assignments should be raised at the time the assignment is returned, not at the end of the semester.

EXIT ASSESSMENT EXAMINATION
All MGT 487 students are required to take the COBA 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. If a student fails to take the exit assessment exam and has not been officially excused by the Dean of College of Business Administration, he or she will receive an “I” (incomplete) for the course grade in MGT 487.

COBA ACCREDITATION ASSESSMENT OF LEARNING
AACSB International, which accredits our business programs (at the highest levels of accreditation...something for all of us to be proud of), requires that all professors teaching any particular course, like the many of us who teach MGT 487, assess your learning outcomes in terms of prior, specific objectives via a standardized measurement tool. We will use a case assignment at two times during the semester to measure your learning outcomes. Please note that precisely the same case assignment and questions and exercises are used in all sections of MGT 487.

COURSE/UNIVERSITY POLICIES

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/ldc.

Statement of 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.

Academic Dishonesty
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.

Use of Cell Phones in Class
As a member of the learning community, each student has a responsibility to other students and the professor who also are members of the community. When cell phones or pagers ring and students respond in class or leave class to respond, it disrupts the class. Therefore, the Provost's Office prohibits the use by students of cell phones, pagers, or similar communication devices during scheduled classes. 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.

Sanctions for violation of this policy are determined by the instructor and may include dismissal from class. See Class Disruption (www.missouristate.edu/recreg/classdis.html). In testing situations, use of cell phones or similar communication devices may lead also to a charge of academic dishonesty and additional sanctions are described in the document, Student Academic Integrity Policies and Procedures, which can be found at www.missouristate.edu/provost/22102.htm.

GRADE ANXIETY AND EXTRA CREDIT
If you are concerned about your grade because you are a graduating senior, etc., the time to do something about it is NOW at the beginning of the semester, not the last week. After each written assignment, you will know exactly your grade status in this course. Record your points as you earn them so you can keep track of your grade. It is strongly recommended that you make an appointment with me immediately if you begin to experience grade difficulties. Do not wait until the last week when most of your points have already been accumulated, and your final grade is substantially determined.

Graduating seniors DO NOT receive any special grade consideration because that would be unfair to those students not graduating. Final grades will be based upon the number of points earned.

Several grading opportunities are provided, so no extra credit work will be given. First of all, allowing certain people an opportunity to earn extra credit isn’t fair to others in the class. And, additionally, if your class performance is suffering already, why would you think you’re going to do any better on extra credit work? BOTTOM LINE: Do your assigned work...do it well...turn it in on time, and you won’t have to worry about extra credit!

**Final Drop Date**

Note: The final drop date for the Spring 2007 semester is May 4, 2007. The grade of N (withdraw passing) may not be awarded after this date. If you stop attending this class but do not follow proper procedure for dropping the class, you will receive a failing grade and will also be financially obligated. To drop a class anytime after the first week, you must turn in a drop slip at an authorized registration center.
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<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
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<tbody>
<tr>
<td>January 16</td>
<td>Introduction to Class. Go over syllabus.</td>
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<td>January 18</td>
<td>Introducing the Concepts.</td>
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<td>January 23</td>
<td>Chapter 1 Assignment – “Making Over Avon” – p. 25</td>
<td>Form teams</td>
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<td>January 25</td>
<td>The Context of Managing Strategically</td>
<td>Chapter 2</td>
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<td>January 30</td>
<td>Chapter 2 Assignment – “In the Know” – pp. 60-61</td>
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<td>February 1</td>
<td>Assessing Os &amp; Ts: Doing an External Analysis</td>
<td>Chapter 3</td>
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<td>February 6</td>
<td>Assessing Ss &amp; Ws: Doing an Internal Analysis</td>
<td>Chapter 4</td>
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<td>February 8</td>
<td>Go over case assignment directions and how to do a financial analysis.</td>
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<td>February 13</td>
<td>Do financial analysis assessment.</td>
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<td>Chapter 3 Assignment – “Being the Best” – pp. 102-103</td>
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<td>February 15</td>
<td>Work day on Case Note</td>
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<td>February 20</td>
<td>CASE NOTE #1 Due – Royal Caribbean Cruises</td>
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<td>Finish case assignment directions.</td>
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<td>February 22</td>
<td>TEST #1</td>
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<td>February 27</td>
<td>Functional Strategies</td>
<td>Chapter 5</td>
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<td>March 1</td>
<td>Competitive Strategies</td>
<td>Chapter 6</td>
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<td>March 6</td>
<td>Chapter 6 Assignment – “They’ve Got Game” – p. 210</td>
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<td>March 8</td>
<td>Corporate Strategies</td>
<td>Chapter 7</td>
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<td>March 13</td>
<td>Work day on Case Note</td>
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<tr>
<td>March 15</td>
<td>CASE NOTE #2 Due – Royal Caribbean Cruises</td>
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<td>March 20</td>
<td>SPRING BREAK</td>
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<td>March 22</td>
<td>SPRING BREAK</td>
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<td>March 27</td>
<td>Chapter 7 Assignment – “Time for Bread,” pp. 256-257</td>
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<td>March 29</td>
<td>TEST #2</td>
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<td>April 3</td>
<td>Work Day</td>
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<td>April 5</td>
<td>SPRING HOLIDAY</td>
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<td>April 10</td>
<td>Group #1 (Case to be assigned)</td>
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<tr>
<td>April 12</td>
<td>Group #2 (Case to be assigned)</td>
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<td>April 17</td>
<td>Group #3 (Case to be assigned)</td>
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<td>April 24</td>
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<td>April 26</td>
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<td>May 1</td>
<td>Group #7 (Case to be assigned)</td>
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<td>May 3</td>
<td>Group #8 (Case to be assigned)</td>
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<td>May 8</td>
<td>Group #9 (Case to be assigned)</td>
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<tr>
<td>May 10</td>
<td>Case make-up day, if needed</td>
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**FINAL EXAM FOR THIS CLASS**

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<tr>
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<tr>
<td>8:00 a.m.</td>
<td>Saturday, May 12, 2007</td>
<td>8:00 a.m. – 10:00 a.m.</td>
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<tr>
<td>9:30 a.m.</td>
<td>Thursday, May 17, 2007</td>
<td>8:45 a.m. – 10:45 a.m.</td>
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