

<b>Course</b>	<b>MNGT 4900 Managerial Policies and Strategies</b>
<b>Term</b>	Spring 2, 2007
<b>Instructor</b>	Dr. Christopher B. Kummer Office Hours: By appointment Office Phone: 269 92 93/54 E-Mail: kummer@webster.ac.at
<b>Catalog Description</b>	This capstone course takes a broad view of business from the perspective of the CEO and general manager. Students will learn concepts and tools for company and environmental analysis, and the formulation, implementation and control of strategies. Students then will apply this knowledge in problem-solving case analyses of firms and industries.
<b>Prerequisites</b>	Completion of other courses in the area of emphasis; within 15 credit hours of graduation.
<b>Course Level Learning Outcomes</b>	Upon completion of this course the student should be able to: <ul style="list-style-type: none"> <li>• Identify the phases of the strategy process and the tasks required under each.</li> <li>• Conduct a business-level SWOT Analysis.</li> <li>• Describe the interrelationships among strategy, policy, and competitive advantage.</li> <li>• Differentiate among the three levels of the strategy hierarchy – corporate, business, and functional – and the activities of each.</li> <li>• Given a business case, analyze the firm’s situation and recommend strategic initiatives to improve the firm’s competitiveness.</li> </ul>
<b>Materials</b>	Textbook: <ul style="list-style-type: none"> <li>• Thompson, Arthur A. / Strickland, Alonzo J. / Gamble, John E. (2007): Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts &amp; Cases, 15th Edition, McGraw Hill, ISBN: 0-07-110757-6.</li> </ul> Supplementary reading: (additional readings will be provided by the instructor) <ul style="list-style-type: none"> <li>• Various articles and excerpts covering current issues. Articles mentioned in this syllabus are available for download at the course website and/or will be distributed in class.</li> </ul> Course website: <ul style="list-style-type: none"> <li>• Course materials can be found in Webster’s Connection System: <a href="http://connections.webster.edu/">http://connections.webster.edu/</a></li> </ul>
<b>Grading</b>	<ul style="list-style-type: none"> <li>• Class participation 10%</li> <li>• Case studies 10%</li> <li>• Mid-term exam 40%</li> <li>• Final exam 40%</li> </ul>
<b>Activities</b>	• Students are expected to come prepared for each class. For this they are required to have read the relevant chapter and case study in the textbook

	<p>and any supplementary readings that have been assigned for that day. For guest lectures they should take a look at the company's website and prepare questions.</p> <ul style="list-style-type: none"> <li>• Class participation and especially active participation in solving the case studies are required and will be reflected in the grade.</li> <li>• One mid-term exam (covering Ch. 1-5)</li> <li>• One final exam (covering Ch. 6-12)</li> </ul>
<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current University catalog. They are also available on the University Web site. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b> The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Vienna Cheating Policy</b> Any student found cheating on any part of the course work (homework assignment, term paper, quiz, exam, etc.) will automatically be given an "F" for the <i>course</i>. Any student found to be helping another student to cheat will likewise be given an "F" for the <i>course</i>. In both cases, the student will also be put on disciplinary probation for the remainder of her or his stay at Webster Vienna. If the student is found to have engaged in cheating a second time, she or he will be automatically expelled from the university.</p> <p><b>Vienna Attendance Policy</b> Class attendance is obligatory. Instructors will take attendance at each class session and reduce a student's course grade by half a letter grade for each full week of class missed. Any student who missed three or more full weeks of class will automatically be given an "F" for the course.</p> <p><b>Drops and Withdrawals</b> Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals published in the University catalog to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b> If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform</p>

	<p>the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b>  Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b>  From time to time, student assignments or projects will be retained by the department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic department, the student's name and all identifying information about that student will be removed from the assignment or project.</p> <p><b>Contact Hours for this Course</b>  It is essential that all classes meet for the full instructional time as scheduled. A class may not be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p><b>Course Policies</b></p>	
<p><b>Weekly Schedule</b></p>	<p><b>Week 1:</b>  <b>Class 1: Introduction &amp; Overview</b> (Mar. 20)  • Discussion of and overview to the course  • Ch. 1: What Is Strategy and Why Is It Important?  • Ch. 2: The Managerial Process of Crafting and Executing Strategy  • Case Study: Netflix (Case#8, pp. C148-C161)  • Supplementary Readings: Mintzberg (1987a): The Strategy Concept I – Five Ps for Strategy, California Management Review, no. 1, vol. 30, 11-24.</p> <p><b>Week 2:</b>  <b>Class 2: Core Concepts and Analytical Tools</b> (Oct. 30)  • Ch. 3: Analyzing a Company’s External Environment  • Ch. 4: Analyzing a Company’s Resources and Competitive Position  • Case Study: Vodafone’s Strategy Update  • Case Study: tba</p> <p><b>Week 3:</b>  <b>Class 3: Crafting A Strategy (1)</b> (Nov. 06)  • Ch. 5: The Five Generic Competitive Strategies: Which One to Employ?  • Ch. 6: Beyond Competitive Strategy: Other Important Strategy Choices  • Case Study: WoltersKluwer – Strategy Update  • Case Study: Outback Steakhouse (Case#26, pp. C436-C453)  • Supplementary Readings: Prahalad/Hamel (1990): The Core Competence of the Corporation, Harvard Business Review, no. 3, vol. 68, 79-91.</p>

	<p><b>Week 4:</b>  <b>Class 4a: Midterm Exam</b> (Nov. 13, 9.00 am - 10.30 am)  Chapters 1-6</p> <p><b>Class 4b: Strategic Management</b> (Nov. 13, 10.30 am - 1.00 pm)  • Ch. 8: Tailoring Strategy for Fit Specific Industry and Company Situations</p> <p><b>Week 5:</b>  <b>Class 5: Crafting A Strategy (2)</b> (Nov. 20)  • Ch. 7: Competing in Foreign Markets  • Case Study: Merck’s Acquisition of Serono  • Case Study: tba  • Supplementary Readings: Kanter (1994): Collaborative Advantage: The Art of Alliances, Harvard Business Review, no. 4, vol. 72, 96-108.  • Porter (1990): The Competitive Advantage of Nations, Harvard Business Review, no. 2, vol. 69, 73-93.</p> <p><b>Week 6:</b>  <b>Class 6: Crafting A Strategy (3)</b> (Nov. 27)  • Ch. 9: Diversification: Strategies for Managing a Group of Businesses  • Ch. 10: Strategy, Ethics, and Social Responsibility  • Case Study: tba  • Case Study: Monsanto and the Genetic Engineering on Agricultural Seeds (Case#33, pp.C547-C558)  • Supplementary Readings: Markides (1997): To Diversify or Not to Diversify, Harvard Business Review, no. 6, vol. 75, 93-99.</p> <p><b>Week 7:</b>  <b>Class 7: Executing the Strategy</b> (Dec. 04)  • Ch. 11: Building Resource Strengths and Organizational Capabilities  • Ch. 12: Managing Internal Operations: Actions That Promote Better Strategy Execution  • Ch. 13: Corporate Culture and Leadership: Keys to Good Strategy Execution  • Case Study: Sony’s New Strategy  • Case Study: Implementing Strategic Change – Monica Ashley’s Experience (Case#28, pp. C458-C467)  • Supplementary Reading: Mankins/Steele (2005): Turning Great Strategy into Great Performance, Harvard Business Review, no. 7/8, vol. 83, 64-72.</p> <p><b>Week 8:</b>  <b>Class 8: Final Exam</b> (Dec. 11, 9.00 am – 1.00 pm)  Chapters 7-13</p>
<b>Additional Information</b>	This syllabus is subject to revision before or during the course at the discretion of the professor.

