



**The School of Business & Technology  
Merritt Island Campus  
Course Syllabus**

<b>Course</b>	MNGT 5650/63 Management and Strategy
<b>Term</b>	Fall 1, 2009
<b>Instructor</b>	Greg L. High – 321-269-2237 – mhigh24@cfl.rr.com Office Hours: One hour before class – call me if you need me!
<b>Catalog Description</b>	Strategic management refers to long-term managerial decisions and actions that shape the organization’s pursuit of competitive advantage. This course introduces the concepts and processes underlying environmental scanning, and strategy formulation, implementation, and control. Students then apply this knowledge in case analysis. The course also addresses the roles of leadership and coordination in successful strategizing.
<b>Prerequisites</b>	Recommended: Completion of 12 hours of master’s level coursework.
<b>Course Level Learning Outcomes</b>	<p>After completing this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain the whole and parts of the Strategic Management process.</li> <li>• Describe the roles which the general manager and middle managers play within the hierarchy of strategies.</li> <li>• Use SWOT Analysis to analyze the situation of a firm and its industry.</li> <li>• Illustrate the relationship between a firm’s value chain configuration and competitive advantage.</li> <li>• Explain the different forms of strategy, such as <i>generic</i>, <i>directional</i>, <i>diversification</i> and <i>international</i>.</li> <li>• Identify the nature of and triggers of strategic change.</li> <li>• Apply ethics and leadership principles to strategizing.</li> <li>• Case Analysis <ul style="list-style-type: none"> <li>○ Apply the knowledge of the previous objectives in conducting case analyses of firms and industries.</li> <li>○ Develop analysis recommendations and defend them in both oral and written formats.</li> </ul> </li> </ul>
<b>Materials</b>	<p><b>REQUIRED TEXTS:</b> Crafting and Executing Strategy, Arthur A Thompson Jr., A.J. Strickland III, and John E, Gamble, 17<sup>th</sup> edition, McGraw-Hill Irwin, ISBN 978-0-07-724769-0</p> <p><b>SUGGESTED SUPPLEMENTAL READINGS:</b> The Wall Street Journal, Barons, Forbes, Fortune 500, Money, Inc., associated professional journals</p>



	<p>associated with it.</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 elsewhere) 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 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 redacted 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 cannot 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>Attendance at all class sessions is expected.</p> <p>Late weekly write-ups and written case assignments will be accepted if prior arrangements have been made with the instructor but will be given reduced points based upon the number of class sessions it is late.</p>

<p><b>Week 1 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Read chapters 1 and 2 in text. Scan articles on this subject and bring articles to class for discussion.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Strategy vs. Tactics, corporate culture, leadership, visions vs. mission statements. Case study 1 assigned. Syllabus review and class project assignments assigned – teams formed</p>
<p><b>Week 2 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Read chapters 3 and 4 in text. Scan articles on this subject and bring articles to class for discussion</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Internal vs. external environments, the economy and legal implications, value chains and SWOT analysis. Assigned SWOTS to teams</p>
<p><b>Week 3 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Read chapters 5 and 6 in text. Scan articles on this subject and bring articles to class for discussion. Turn in Case study 1.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Assign case study #2 Generic strategies, risks and opportunities, strategic alliances and partnerships.</p>
<p><b>Week 4 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Study for Midterm exam and have presentations ready to go</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Take Midterm exam, do presentations, debate and brainstorm.</p>
<p><b>Week 5 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Read chapters 7 and 8, bring in articles for discussion, continue working on presentations.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Foreign markets, culture dangers pit falls and traps, melting different cultures into one company, do they have to melt or can they be more of a salad than a fondue pot?? Diversification Royal and SMC verses Brothers and IMB Corporations what did they do right or wrong.</p>
<p><b>Week 6 Schedule</b></p>	<p><b>PREPARATION FOR CLASS:</b> Read chapters 9, 10, turn in case study #2</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Discussion of case study, present SWOTS, debates and lecture on historical lessons in strategy and tactics, Execute, Execute, Execute!!!</p>

<b>Week 7 Schedule</b>	<p><b>PREPARATION FOR CLASS:</b> Read chapter 11, and bring articles for discussion.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> MIS, Operating systems, Six Sigma and Lean, Incentives, Merit pay does it really exist? Class presentations</p>
<b>Week 8 Schedule</b>	<p><b>PREPARATION FOR CLASS:</b> Read Chapter 12, and bring articles for discussion.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Final presentations, debate, and discussions. Review for final.</p>
<b>Week 9 Schedule</b>	<p><b>PREPARATION FOR CLASS:</b> Prepare for final exam.</p> <p><b>CLASSROOM DISCUSSION TOPICS:</b> Final exam. Wrap up and retrospective of the class, Last debates and the lighter side of strategic management.</p>

**PURCHASING TEXTBOOKS--**Most textbooks can be purchased through **MBS Direct**. Check the syllabus for textbook information. Give MBS Direct the campus location (for the purpose of ordering books, the campus is **Space Coast Campus**), course name, number, and section number (i.e., Space Coast Campus, MNGT5650/64) and most important, the **title, author, edition, and ISBN** of the book you are ordering. MBS Direct will buy back your book at the end of the term should you elect not to retain it as a reference book. Order by phone or online. Orders should be placed no earlier than 4 weeks prior to the start of the term.

**MBS Direct:** 1-800-325-3252

MBS Direct Website: <http://bookstore.mbsdirect.net/WEBSTER.HTM>

Monday-Thursday, 7am-10pm (Central Time)

Friday, 7am-6pm (Central Time)

Saturday, 8am-5pm (Central Time)

Sunday, noon-4pm (Central Time)

In order to meet the course objectives this syllabus may be modified at the discretion of the instructor without approval of the students.

**Original approved by:**

Dr. Calvin D. Fowler, Academic Dean, Space Coast Region, May 11, 2009