

MGT 496 Strategic Management and Policy

Wintermester 2019

Number of Credits

3

Instructor

Mark Packard

Catalog Description

Emphasis on the application of knowledge from all functional areas of business to organizational problems and the formulation and implementation of organizational strategies.

Required Textbooks/Materials

The following texts are required material in this course:

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| Text (optional*): | Strategic Management, 3e (Rothaermel)
ISBN: 9781259420474
*Text eBook is included in the simulation bundle |
| Case eBook (Required): | Can be purchased through McGraw Hill Education
ISBN: 9781309057322 |
| Simulation account (Required): | Capsim |

Student Learning Outcomes

Upon completion of this course, students will be able to:

- effectively compose written, oral, and multimedia texts for a variety of scholarly, **professional, and creative purposes;**
- articulate and apply ethical principles to specialized knowledge, results of research, creative expression, or design processes and in various academic, professional, **social, or personal contexts;**
- apply and integrate principles from accounting, economics, finance, marketing, information systems, and management **making strategic decisions;**

- discuss and examine systematic research processes, frame questions, read critically, and apply observational and experimental **approaches to obtain information; and**
- identify and explain the interplay among different disciplinary fields in understanding and analyzing the external and internal environments of the organization.

First Week of Materials/Assignments

The following schedule is subject to change:

- January 2:* Topic: Intro to the class, What is Strategy?, Competitive Advantage
Assigned Readings: Chapter 1, Chapter 2: The Strategic Management Process, Chapter 5
- January 3:* Topic: Competitive Advantage, **Strategy and Competitive Advantage**, Industry Analysis
Assigned Readings: Apple Inc. (**Case Question:** Does Apple have a competitive advantage over its competitors? How do you know?), **Quiz 1**, Chapter 3
- January 7:* Topic: Industry Analysis, Corporate Strategy: Vertical Integration and Diversification, Corporate Strategy: Mergers and Acquisitions, Strategic Alliances
Assigned Readings: Tesla Motors Inc. (**Case Question:** Perform a Porter's 5 Forces Analysis on Tesla's industry (don't forget to define the industry)), Chapter 8, Chapter 9

Course Details

This course deals with the work of top **management in an organization**. As such, the perspective adopted is that of the general manager—of the corporation, business, division, plant, or other business unit—who must be concerned with the overall **success of the organization**. We will focus on the perspectives and skills required in diagnosing and finding realistic solutions for critical problems in **complex business situations**. The course deals with issues of organizational effectiveness as much as organizational efficiency—"doing the right things" as well as "doing things right."

Because the job of the general manager cuts across all the functional areas, this course provides a **"total business" perspective**. Aside from preparing future general managers, the course is useful for functional **specialists**. Due to increasing complexity and specialization, it is important that specialists acquire a non-technical capacity: the ability to perceive the organization as a whole, to have a sense of its mission, its **character, and its direction**. If specialists do not know the general purposes that they serve, they can hardly serve them well.

Grade Breakdown

The point distribution for the course is:

Assignment	Points	Percentage
Quizzes (4 total)	100	20
Simulation game	100	20
Group strategic audit (Presentation worth 140 points, Board of Directors worth 20 points)	160	32
Attendance and Participation	40	8
Case Write-ups (3 total)	60	12
News Write-ups (2 total)	40	8
<i>Total</i>	<i>500</i>	<i>100</i>

The percentage distribution for the course is:

Letter	Percentage
A	94–100
A-	90–93
B+	87–89
B	84–86
B-	80–83
C+	77–79
C	74–76
C-	70–73
D+	67–69
D	65–66
D-	62–64
F	below 62