

STRATEGIC MANAGEMENT (MGT 759) – FALL 2006

Professor: Dr. Fred R. David
 Office Number: 261 Founders Hall
 Office Hours: 10 to 11 Tuesday and Thursday, and Before/After Class
 Telephone: 661-1431 (Office); 661-1419 (Sec.); 910-579-5744 (Home);
 910-612-5343 (cell)
 Email: strategy29@aol.com
 Web sites: www.prenhall.com/david – www.strategyclub.com
 Prerequisites: Nearing graduation of an MBA Degree

Catalog Description: Apply concepts learned in accounting, economics, marketing, finance, management, management science, and statistics through case analysis and research. Focus on increasing analytical, synthesizing, communicative, and evaluative skills in both individual and group problem-solving contexts. Several cases on multinational firms introduce the international dimension.

Required Background or Experience: Nearing completion of the MBA Degree.

Objectives: To provide students with in-depth understanding of strategic planning tools and concepts. To give them opportunity to apply these tools and concepts to a variety of companies. To expose students to the strategic management literature both in journals and on the Internet. To provide students with practice in oral speaking and written communication as related to developing a strategic plan for a variety of organizations.

Text: *Strategic Management*, 11th Ed., by F.R. David (Prentice-Hall, 2007).

Methods of Evaluating Outcomes:

Test 1 on Chapters 1 to 4	20%
Test 2 on Chapters 5 to 9	30%
Exit exam	10%
Your Strategic Planning Analysis	40%
TOTAL	100%

A ten-point grading scale will be used throughout the course, where A = 90-100, B = 80-89, C = 70-79, F = 69 or fewer points.

Course Description:

Strategic Management (MGT 759) is the capstone, integrative course for graduating MBA students. This is an exciting, challenging course that focuses on how firms formulate, implement, and evaluate strategies. Strategic-management concepts and techniques are studied. Students use all the knowledge acquired from prior business courses, coupled with new strategic-management techniques learned, to chart the future direction of different organizations. The major responsibility of students in this course is to make objective strategic decisions and to justify them through oral and written communication. Each student selects a particular company

to do an in-depth strategic analysis, preferably the company where they work or have worked before. Also, you must invite (and secure) one person from that company, preferably a person of higher ranking than you, to attend your presentation. I am going to ask your invited guest (after you finish up) to constructively (orally) in class critique your presentation/strategic plan as to its feasibility/shortcomings/alternative suggestions/comments/insight. The company or organization you choose (and your invited guest) must be approved by Dr. David during the first two weeks of class. Tentative companies/individuals will be obtained first night of class.

Course Guidelines:

- A. Attendance is expected and will be recorded at the beginning of each class. More than two classes missed for any reason will lower your final course average, and missing part of a class (for example 1 of 3 presentations) is the same as missing the entire class. Taking the exit exam on Sept 14 is mandatory for graduation.
- B. The first part of MGT 759 consists of interactive lectures on strategic-management techniques and a review of management, marketing, and finance/accounting tools. Special attention is given to the integration of business concepts. A 2 hour test on Chapters 1-4 will be given and another 2 hour test on Chapters 5-9 will be given. The second part of MGT 759 consists of company strategic plan presentations.
- C. The final exam in the course is cumulative but optional. If you take the final exam, it will replace the lowest of either your Test 1 or Test 2 score. The final will be given on the last night of class (Nov 30). You may replace your Test 1 or Test 2 score with your final exam score if you choose to take the optional final exam. Let me be clear on this exam policy. If you miss a test for any reason you may make up that test during the final exam time, not before. In other words, you may take a makeup test for any test missed. However if you take Test 1 or Test 2 and do badly the only way to remove that grade is to take the cumulative final exam. There is thus no penalty for missing a test and taking a makeup during the final exam time. I do not need to know why you miss a test if you do miss a test. It would be better for you to miss a test than come in unprepared for a test since if you take the test the only way to erase that grade would be to take the cumulative final. Yes you may take the cumulative final even if you are making up both tests that day. The final exam will be in two parts (test one material and test two material). So, you could elect not to take either test and then take the final exam. Under that scenario, you would receive a test 1 score and a test 2 score and a final exam score. If higher than your test 1 or test 2 score, that final exam grade would replace the lowest test grade. Or, you could take both tests and do well and just spend the final exam night at home (which is what I would try to do).

- D. In this course, you must develop a three year strategic plan for a company. You will give a 50 minute presentation to the class going through your recommended strategic plan that company. In preparing this project, first download the company's most recent Form 10K and Annual Report and read them. Download current articles and investment reports about that company and their industry. Copy the relevant S&P Industry Surveys in the library. Or if a local small business, use Chamber of Commerce info and Econ Develop statistics and info for this area. Your strategic plan for that company should be based on concepts learned in class web site. Follow the format of sample strategic plan presentations shown by Dr. David in class and given in the textbook. Include a Vision and Mission Statement, External Audit, Internal Assessment, Strategy Analysis, Recommendations with Specific Costs Expected, EPS-EBIT Analysis, and Projected Financial Statements. Your strategic plan also should include analyses such as a financial ratio analysis, SWOT, SPACE, BCG, QSPM, EPS-EBIT ANALYSIS, and Company Worth analysis. Email your Strategic Plan to Dr. David in PPoint and give him a hard copy **three days** before your presentation (one letter grade deduction for missing the 3-day policy; one slide per page in hardcopy, color not necessary).

Course Timeline and Assignments - Fall 2006 Schedule

Day	Topic
Aug 24	Intro, Chap 1 & 2
Sept 7	Sample Strategic Plans, Chap 3 & 4
Sept 14	exit exam
Sept 21	Test 1
Sept 28	Chap 5 & 6
Oct 5	Chap 6 & 7
Oct 12	Chap 8 & 9
Oct 19	Test 2
Oct 26	Presentations 1, 2, 3
Nov 2	Presentations 4, 5, 6
Nov 9	Presentations 7, 8, 9
Nov 16	Presentations 10, 11, 12
Nov 23	Final Exam
Nov 30	Thanksgiving -- no class

Presentation Data – In Chronological Order

Presenter	Company/Organization	Visitor to Class	Location of Business
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			