

MGMT 5303
Management Policy
Sul Ross State University - Rio Grande College
Dr. T. C. Carson

Course Description

Looking at the job of managing with a strategic focus and utilizing the tools and techniques of strategic analysis as they affect both strategy formulation and strategy implementations are the cornerstones of any course in strategic management. The central theme of the strategic management course is that an organization's chances for *sustained* success are greatly improved when managers (1) have an astute, timely strategic "game plan" for running the company and then (2) implement and execute the plan with competence and expertise.

The content portion of this course will explain what it means to think strategically about a company's situation and instruct the student in the formal tools and techniques of strategic analysis, crafting a strategy, and then implementing it successfully.

The skills-building portion of the course will be built around case analysis and management simulation exercises designed to help develop critical-thinking skills, exercise business judgment, and provide some experimental contact with strategic decision-making. Unlike other business courses that focus narrowly on a particular function or piece of the business, strategic management is a "big picture" course.

Course Objectives

The specific course objectives are to:

1. Develop students' capacity to think strategically about a company, its present business position, its long-term direction, its resources and capabilities, its present strategy, and its opportunities for gaining sustainable competitive advantage.

Assessment – case studies, critical thinking exercises, written exams.

2. To build skills in conducting strategic analysis in a variety of industries and competitive situations.

Assessment – case studies, in-basket exercises, predictive models, simulation.

3. To provide hands-on experience in crafting business strategy.

Assessment – written exams, case studies, simulation exercises.

4. To acquaint students with the managerial tasks associated with implementing and executing strategy.

Assessment – case studies, written exams, predictive modeling.

5. To integrate the knowledge gained in earlier core courses and to show how the various pieces of the business puzzle fit together.

Assessment – written case analysis, written exams, case study analysis.

6. To develop students' powers of managerial judgment, build their skills in assessing business risk, and improve abilities to develop results-oriented action plans.

Assessment - Group and individual case analysis, written exams, Written executive summary exercise.

Lecture Focus

Lecture 1 – Strategic Management overview

Lecture 2 - SWOT analysis

Lecture 3 – Porter's Five-Forces Model of Industry Competition

Lecture 4 – Analyzing the External and Internal Environment

Lecture 5 – Guide to Case Analysis and the Ten Commandments of Case Analysis

Lecture 6 – Analysis and Evaluation

Class Format

This course provides the student with a unique mix of **critical analysis**, **application**, and **communication**. Much of the learning in this course is expected to occur by participation. A typical class session will be discussion (e.g., lecture, video, open discussion) of the assigned topic followed by the assignment of a case relating to that particular topic. Your experience in various firms and industries can be a source of interesting and informative discussions.

This is primarily a case class. Case studies provide one of the major vehicles for applying management concepts and theories. **Case analysis** requires critical evaluation (including interpretation) of both facts and logic to allow for effective case discussions. Case studies also require that the student be prepared and actively involved (communication) in class discussions. Cases allow us to learn, from written scenarios, about company situations and predicaments. These scenarios are very well defined and focused by the case writer(s) or through preparation questions provided for the case.

Class participation is an important element of case discussions. Learning depends heavily upon thorough preparation and participation. **The primary emphasis should be on quality participation, not quantity.** The quality of participation, as reflected in careful reading of cases and assigned material, thoughtful reflection, and clear and concise comments, is very important. It is particularly important that your comments fit into and build on previous comments. This requires that we all listen carefully to each other. **Class participation will be judged on the basis of quality and consistency of effort on a regular basis.**

Required Material

Strickland, Thompson, and Gamble, *Cases in Strategic Management*, (12th edition), McGraw-Hill Irwin.

Cases for analysis will come from the text and will be provided on Blackboard. There is no need for you to purchase a textbook for this course.

Grading

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| Individual Written Case I | 20% |
| Individual Written Case II | 20% |
| Individual Written Case III | 20% |
| Individual Written Case IV | 20% |
| Team Written Case | 20% |

Individual Written Cases

The individual case write-up will consist of answers and analysis to a specific case. Each person will submit a typed, double-spaced, one inch margin, 12-point Arial or Times New Roman font paper - maximum length 5 pages, plus unlimited exhibits. Since this is an individual case assignment, there should be no communication/collaboration with any other student(s) during the preparation of this case.

Team Written Case

The final case analysis for this course will be a team approach to case analysis. Teams of 2 – 3 students will collaborate on the case analysis and the case will be submitted for a team grade. Teams may self-select or I will assign teams.

Contact Information

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