

MANAGEMENT 499-B02

Strategic Management & Organizational Policy

SUMMER B TERM - 2005

Dr. J. Michael Bernstein

Section B02-Tuesday and Thursday
Rike Hall, Room 72

Office: 212K Rike

Phones: 937-775-3488 (office)
419-305-9743 (cell)

E-mail: j.bernstein@wright.edu
www.wright.edu/~j.bernstein

ABOUT THIS COURSE AND ITS OBJECTIVES:

This is an integrative, “capstone” course. There are several objectives. Upon the completion of this course, all students should:

1. Understand and be able to discuss current terms and ideas in the field of strategy.
2. Possess the analytical skills necessary to understand, evaluate, and develop organizational strategies.
3. Be able to think strategically about an organization, and be able to describe the issues managers face in gaining and maintaining competitive advantage.
4. Be able to clearly communicate strategy concepts, both orally and in writing.
5. Possess team skills in problem solving and consensus building, developed through case analysis, case discussion, and case resolution.
6. Be able to address issues in an integrative manner, using concepts and tools developed in all previous courses.

ABOUT YOUR TEXT:

You will only need one text for this course: *Strategic Management*, 6th Edition, by Hitt, Ireland, & Hoskisson. (South-Western Publishing, ISBN 0-324-27528-5)

Many students ask if they really need to purchase the text. In this case, the answer is *yes*. You will need to be able to read and study both the chapters and the cases in the text.

ABOUT YOUR INSTRUCTOR:

I have earned a Bachelor of Arts Degree with majors in psychology, sociology, and history and the Juris Doctor Degree from Ohio Northern University. I have also attended the University of Cincinnati. I have completed postgraduate studies, courses, and certifications, offered by the National Judicial College, the National Counsel of Juvenile and Family Court Judges, both associated with the University of Nevada, and the University of Memphis.

I retired from the Common Pleas Court of Mercer County, Ohio, where I served as Magistrate, after thirty-one years on the bench including having served as a United States Magistrate. Prior to assuming the bench, I was in private practice. I have also served as a business and management consultant to numerous corporations. I am certified as a Mediator, have taught numerous courses for the Ohio Judicial College, and have served as Vice-Chair of the Ohio Judicial College. I have been honored with being recognized by the Ohio Supreme Court and the Ohio Association of Magistrates for contributions to the judicial profession and judicial education.

At the request of the Common Pleas Court in Greene County, I am currently serving as a visiting Magistrate hearing special case for the Court.

I also am a certified firefighter, emergency medical technician, and hazardous material technician and I am a member of the Celina Fire Department.

ABOUT OFFICE HOURS:

I am strongly committed to assisting you in learning. As a result, appointments are available at any time. Just ask. As a general rule, I will be in the office from 5:00 pm until 6:00 pm every Monday, Tuesday, Wednesday and Thursday during this Summer Quarter for non-appointment walk-ins.

ABOUT THE GRADING SYSTEM, INCLUDING ATTENDANCE:

My goal is to have 100% of the class obtain an “A”. However, this will not be possible unless you do the work and *participate*. My grading system is based upon 294 points. The points are assigned as follows:

2 case presentations - each 25 points (minimum)	50
2 papers (team) - each 15 points	30
Midterm	56
8 quizzes (minimum 10 points each)	80
Final	78

TOTAL

294

Note that there are 8 quizzes during this course. Unless you are excused, you will not be permitted to make up missed quizzes. I strongly believe that **you need to be here for classes**. I will take attendance. In addition to losing quiz points, five (5) points will be subtracted from your grade for each unexcused absence. **All requests for both excused absences and to make up a quiz must be in writing with documentation.** Trust me on this one, regular attendance and reading the chapters and taking the quizzes will make the midterm and the final a breeze.

I will reserve adding bonus points for outstanding work and ***class participation***. In addition, as an optional part of the final, in a well-crafted essay demonstrating mature thought and reflection, you may assess the performance of each member of your team by name, including yourself. You will assume you have 100 points to divide amongst your team reflecting each member contribution to the team success or failure. You may allocate these points accordingly and explain why. This essay will be worth up to 10 bonus points and I will consider the team analysis in awarding class participation bonus points. However, I will not accept an essay that just states, "everyone was wonderful and contributed equally and I therefore give everyone equal points". You must explain your awarding of points in detail.

GRADING SCALE:

A	268 - 294 points
B	241 - 267 points
C	214 - 240 points
D	187 - 213 points
F	186 points or below

ABOUT THE FINAL:

During the introduction class period, I will give the class the choice of taking the final in one of the following manners:

1. 13 essay questions (1 on each chapter) to be given Thursday, August 18, 2005 at 8:00 pm.
2. 52 easy true and false and 52 easy multiple-choice questions to be given Thursday, August 18, 2005 at 8:00 pm.
3. 26 very difficult multiple-choice questions. This would be a take-home final and it would be passed out Thursday, August 11, 2005, and be due by 9:25 on Thursday, August 18, 2005.

The class will vote on which of these three final exam formats they wish to follow. Majority shall rule.

ABOUT EXAMINATION SECURITY:

Examinations and quizzes in this course are the property of the University and NOT the student. Corrected exams will be made available for review in a controlled environment, either the classroom or another area designated by the instructor. Students are not permitted to leave the area with the exam or quiz or copy the same. A violation of this rule will be considered a breach of academic honesty leading to remedial action consistent with College and University policy.

ABOUT CLASS CANCELLATION:

If class is canceled due to inclement weather or for any other reason, the materials scheduled for the day class is canceled will be covered at the next class meeting, in addition to the new materials. This procedure includes any scheduled examinations, written, or oral assignments and presentations that will be due.

ABOUT MAKE UP EXAMS:

The Department of Management does not require make-up examinations and I do not permit them except under extraordinary circumstance. **A request for a make up examination must be in writing with appropriate documentation.**

ABOUT THE COURSE FORMAT:

This is not a class where I will be doing lecture. I will be acting as a facilitator to guide class discussion. If you do not take part in this discussion, it will be a long evening for all of us.

This will be a class largely of dialogue between the instructor and students and students and students. The class will be divided into teams and you will be doing presentations on cases as assigned. If everyone participates, it will make your job much easier.

ABOUT COURSE TEAMS:

The class will be divided into six (6) teams of 4 to 5 students each. During the first class, the teams will be picked. Each team will choose a leader and a name. One of the lessons of self-managed work teams is that such teams are empowered to maintain themselves. For that reason, you will build your own team, rather than arbitrarily being assigned to one. Also, any team has the authority to discharge a member for nonperformance by a unanimous vote (other than the dischargee, of course). This is not to be done lightly as it may mean a failing grade for the

person discharged. Prior to such a discharge, the team shall meet with the member and try to resolve the problem. If that fails, the instructor shall be notified and I will meet with the team and the member to attempt to resolve the issue. If that too is ineffective, the team can then discharge the member, in writing, stating the reason, signed by all team members, with a copy provided to the discharged member and the instructor.

To assist me in assessing your role as a team member, and as previously stated, as part of the final, in a well-crafted essay demonstrating mature thought and reflection, you may assess the performance of each member of your team by name, including yourself. You will assume you have 100 points to divide amongst your team reflecting each member contribution to the team success or failure. You will allocate these points accordingly and explain why. This essay will be worth up to 10 bonus points and I will consider the team analysis in awarding class participation bonus points.

ABOUT TEAM PRESENTATIONS:

Each team will make two (2) presentations over cases as assigned. Each presentation should last at least forty-five (45) minutes. If you want full credit, you are required to go outside the text and research and present additional material. A copy of my grading form for presentations and also for the written report and described below, are on my web site. So, use your imagination and do a little research

ABOUT TEAM PAPER ASSIGNMENTS:

Each team will prepare a paper on each case they are presenting. Thus, each team will prepare two (2) papers. These papers will be due on the date the team makes its presentation. The papers shall be computer generated. There shall be a cover page. This cover page will identify the team by team number and shall list each member of the team. Next to each student name you shall include a short narrative, which details the part the student played in generating the paper. The cover page shall also identify the class, professors name, and subject title. The paper itself shall be double-spaced, not more than 4 pages (plus footnotes), stapled once in the upper left hand corner with the team number on each page and each page numbered. Note that there are twelve (12) separate instructions here. If you do not follow these instructions, you will lose two (2) points for each one missed. This paper is worth fifteen (15) points. However, if you fail to follow these instructions, no matter how well the paper is written, you may end up losing points.

This paper shall be created using the format as described in Exhibit 2, *An Effective Case Analysis Process*, found at page Ciii, under *Case Studies, Preparing an Effective Case Analysis*, in the text. It is recognized that not all of the steps in this process may be applicable to your assigned case.

ABOUT ACADEMIC INTEGRITY:

It is the policy of Wright State University to uphold and support standards of personal honesty and integrity for all students consistent with the goals of a community of scholars and students seeking knowledge and truth. Furthermore, it is the policy of the University to enforce these standards through fair and objective procedures governing instances of alleged dishonesty, cheating, and other academic misconduct.

The following recommendations are made for all students:

1. Be honest at all times.
2. Act fairly toward others. For example, do not disrupt or seek an unfair advantage over others by cheating, by talking, or by looking at other individuals work during exams.
3. Take group as well as individual responsibility for honorable behavior. Collectively, as well as individually, make every effort to prevent and avoid academic misconduct, and report acts of misconduct that you witness.
4. Do not turn in the same work in more than once class unless permission is received in advance from the professor.
5. Unless permitted by the instructor, do not collaborate with others on graded course work, including in class and take home tests, papers, or homework assignments.
6. Know what plagiarism is and take steps to avoid it. When using the words or ideas of another, even if paraphrased in your own words, cite the source.
7. Know the policy – ignorance is not a defense. If you have any questions regarding academic misconduct, contact the instructor. Those who violate campus rules are subject to disciplinary action.

For a complete statement of the University's Academic Integrity Policy, access:

http://www.wright.edu/students/judicial/stu_integrity.html

TENTATIVE COURSE SCHEDULE:

DATE	ASSIGNMENT	PRESENTER
1. 7/19/05	Introduction, review of syllabus, pick teams, determine final format. Chapter 1. <i>Strategic Management and Strategic Competitiveness.</i>	Dr. B.
2. 7/21/05	Chapter 2. <i>The External Environment: Opportunities, Threats, Industry Competition and Competitive Analysis.</i> Case #22. <i>Nextel, Looking to the Future.</i> Paper on case by presenters. Chapter 3. <i>The Internal Environment: Resources, Capabilities, and Core Competencies.</i> Case #21. <i>Managing Internal Growth at Nestle': The Story of LCI.</i> Paper on case by presenters. Quiz #1. Over Chapters 1, 2, & 3.	Dr. B. Team A. Dr. B. Team B.
3. 7/26/05	Chapter 4. <i>Business Level Strategy.</i> Case #28. <i>Southwest Airlines.</i> Paper on case by presenters. <i>Chapter 5. Competitive Rivalry and Competitive Dynamics.</i> Case #20. <i>MTV v Channel V.</i> Paper on case by presenters. Quiz #2. Over Chapters 4 & 5.	Dr. B. Team C. Dr. B. Team D.
4. 7/28/05	Chapter 6. <i>Corporate-level Strategy.</i> Case # 3. <i>AT&T.</i> Paper on case by presenters. Chapter 7. <i>Acquisitions and Restructuring Strategies.</i> Case #16. <i>HP-Compaq Merger: A Battle for the Heart and Sole of a Company.</i> Paper on case by presenters. Quiz #3. Over Chapters 6 & 7.	Dr. B. Team E. Dr. B. Team F.

DATE	ASSIGNMENT	PRESENTER
5. 8/2/05	Midterm over Chapters 1 – 7. Chapter 8. <i>International Strategy.</i>	Dr. B.
6. 8/4/05	Case #1. <i>Back to the Roots: American International Returns to China.</i> Paper on case by presenters. Chapter 9. <i>Cooperative Strategy.</i> Case #9. <i>The Fall of Daewoo Motors.</i> Paper on case by presenters. Quiz #4. Over Chapters 8 & 9.	Team A. Dr. B. Team B.
7. 8/9/05	Chapter 10. <i>Corporate Governance.</i> Case #17. <i>The Evolution of an Irish Multinational: Kerry Group, plc.</i> Paper on case by presenters. Quiz #5. Over Chapter 10.	Dr. B. Team C.
8. 8/11/05	Chapter 11. <i>Organizational Structure and Controls.</i> Case #19. <i>Microsoft.</i> Paper on case by presenters. Quiz #6. Over Chapter 11.	Dr. B. Team D.
9. 8/16/05	Chapter 12. <i>Strategic Leadership.</i> Case #18. <i>The McDonald's "Beef Fries" Controversy.</i> Paper on case by presenters. Quiz #7. Over Chapter 12.	Dr. B. Team E.
10. 8/18/05	Chapter 13. <i>Strategic Entrepreneurship.</i> Case #6. <i>Brewing Changes at Breckenridge Brewery.</i> Paper on case by presenters. Quiz #8. Chapter 13. Final over all thirteen (13) chapters.	Dr. B. Team F.