

Northern Kentucky University
Haile/US Bank College of Business
Department of Management
Business Policy

MGT 490
Summer 2009

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414 BEP

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Our Vision

The Haile/US Bank College of Business at Northern Kentucky University will be the preferred choice of students, faculty and organizations in our region, known for excellence in practical instruction, applied research, and public engagement.

Our Mission

Our primary mission is to prepare our students to contribute positively to their organizations and communities. We educate future leaders to perform effectively and ethically in a global environment as professionals in business, public, and social enterprises. Our programs are strengthened by diversity among our students and faculty.

Our faculty and students actively engage in scholarship that is relevant to our academic programs and to the business community. We value all types of rigorous scholarship, with a primary focus on applied and pedagogical intellectual contributions.

We leverage partnerships between students, faculty and the community to continuously improve the educational experience and to enhance the integration of scholarship and public engagement to classroom learning. Our public engagement efforts are designed to enrich our communities.

Course Objectives

This course provides a framework for developing and implementing organizational strategy. By the time you leave this class, you should be able to:

- Conduct an effective industry and competitive analysis
- Identify elements of an effective strategic plan
- Describe fundamental features of effective strategy implementation

Catalog Description

3 credit hours. Application of theoretical knowledge to a wide variety of business situations; development of top management viewpoint in developing and assessing corporate strategy; case method and classroom presentations. Open only to students certified as majoring in business disciplines; recommended to be taken during the last 18 semester hours of business coursework.

Prerequisites: MGT 300, FIN 305, MGT 305, MKT 305, senior standing

Required Texts

Collins, J.C. & Porras, J.I. (1994). *Built to last*. New York : Harper Business.

Porter, M.E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Free Press.

Course Policies

a) Grading Components and Determination

Exam I	15%
Exam II	15%
Exam III	15%
Assignments	20%
Project	25%
Professionalism	10%

Exams. A combination of short answer, essay, and problems. Some choice. Bring blue books.

Assignments. Four written assignments submitted in memo format (format to be discussed in class). Will be based on cases and readings from the texts and designed to spur in class discussion. Work in groups of at least three. Score a 9 or better on your first three assignments and you can skip the fourth one!

Project. Industry analysis. Select industry from list provided in class. You will submit a written report as well as deliver a 20 minute presentation in class. Grade will be divided 70/30 between the written and oral portions of the project. Work in groups of at least five.

Professionalism. This portion of your grade is my assessment of your engagement in class. It is termed 'professionalism' since it is meant to evaluate mannerisms that you should exhibit as an effective manager. Since this is a senior-level class, you will be judged more critically in this category.

Extra Credit. Will be available as term unfolds.

b) Attendance

Attendance will not be formally taken. However, your attendance and participation will impact your professionalism mark. Moreover, due to the nature of our class discussions, you WILL struggle if you miss class.

c) Student Rights and Responsibilities

The maintenance of academic standards and integrity includes the obligation not to cheat or plagiarize. A student who uses a dishonest or deceitful means to obtain a grade is guilty of cheating; a student who submits another's work as one's own without adequate attribution is guilty of plagiarism. Identical work will earn a grade of zero.

Students are fully responsible for learning the course content and material disseminated in the class. Absences do not release you from this responsibility. Please see the *NKU Code of Student Rights and Responsibilities* at www.nku.edu/~deanstudents.

For cheaters, I will enforce school policies to the fullest extent possible.

d) Syllabus Changes and Current Information: Class Website

Dates and assignments documented in this syllabus are subject to change at my discretion, meaning that this paper version of the syllabus will become outdated as the term progresses. While I'll try to announce significant changes to our syllabus during class meetings, the electronic version of the syllabus posted on the class website will be constantly updated and provides a definitive reference. Indeed, our class website is your best source for current course information. Refer to it often...

e) Guiding Policies/Principles

- You are training to be effective managers. Be responsible for your development.
- Manage deadlines and conflicts like the workplace. Plan and notify ahead. Avoid surprises.
- No grades given out over phone or email. You'll have to see me.
- My role is to help you achieve your goals.

Tentative Schedule

Week	Topic	Chapter	Things Due
6/1	Defining strategy; history of strategy		
	Strategy & the org chart; strategic process	CS Intro	
6/8	Defining industries	CS 1,2,3	
	'Five Forces' model	CS 1,2,3,4	Assignment 1
6/15	Industry life cycle	CS 8	
	Exam I		
6/22	Strategic groups and positioning	CS 7	
	Classifying strategy	CS Intro 2,5	Assignment 2
6/29	Risk & leverage; Grand strategies	CS 2,14,15,16	
	Commitment & flexibility; Strategic success factors	CS 2; BTL 2,3,4	
7/6	Exam II	BTL 5,6,8	
	Strategic plans		Assignment 3
7/13	Industry analysis reports and presentations		Projects
	Strategic control	BTL 5,7,9,11	
7/20	Strategic decision-making; Global strategy	CS 13,14,15,16	Assignment 4
	Exam III		