

GOVERNORS STATE UNIVERSITY
College of Business and Public Administration

Course: MGMT 469 Business Policy
Instructor: Dr. Bruce Fischer
Session: May/Jun 1993, S/Summer Trimester, Block II
Textbook: Pearce & Robinson, Formulation, Implementation,
and Control of Competitive Strategy, 4th ed.,
Irwin, 1991.
Strickland & Thompson, Cases in Strategic
Management, 4th ed, Irwin, 1992.

Office Hours: M/W: 3:00-7:30pm

Room: C3701

Telephone: 708/534-4947

Course Description:

This capstone course of the business administration curriculum is designed to integrate the various functional areas of business administration through readings and case discussions that apply the principles of management, finance, marketing, economics, production, accounting, personnel, etc., to solve business problems.

Students who complete this course in Strategic Management should be able to:

1. Size up quickly and accurately the situation presented by identifying the core problems and/or issues and by evaluating management's strategy in relation to the environment, top-management values, societal expectations, the financial position of the organization, and so on.
2. Analyze facts to identify opportunities and threats in the environment and the strengths and weaknesses of the organization so as to be able to appraise managerial behavior and/or prepare a situation audit useful in formulating, evaluating, and implementing policies and strategies.
3. Identify strategies that are appropriate to each situation and evaluate alternatives in terms of all relevant criteria; top-management values; societal expectations; internal financial, production, and technical capabilities; and so on.

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4. Recommend specific courses of action by means of (when appropriate) detailed strategies and plans, taking into account organizational changes, financial requirements and implications, timing, personnel relations, and so forth.
5. Sharpen analytical skills acquired in functional areas - production, finance, marketing, operations research, personnel, and so forth - in dealing with problems of the total organization. These skills integrate the knowledge a student has so that he or she can deal with a total enterprise.
6. Link theory and practice by developing an understanding of management tools and their limitations and applying this understanding in particular problem-solving situations. Within the strategic management area, decision makers can use a variety of tools. The student who can choose the most appropriate tools for analysis and accurately determine how far to employ them in a particular situation has a highly valuable and marketable skill.
7. Prepare written analyses of cases and recommendations for action. This presents an opportunity for both the instructor and the student to improve their writing, a skill that has a high market value.
8. Improve skills in making presentations - both speech-making and visual aid skills. There is a definite art to doing both well, and the most effective approach to each in the world of business and government differs from that needed in the academic world.

Group Project:

The class will be assigned into groups of four students each and each group will analyze two cases. The case will be typed, double-spaced, with a summary, contents page, appendices, tables, etc. The following publication will be helpful.

Strunk and White, The Element of Style, McMillan & Co., 1962.

Each group will make oral presentations of its cases to the class.

The case analyses will be evaluated on the basis of:

1. Effectiveness of the written report, its organization and readability.
2. Originality of ideas in the analysis of the case.
3. Quality of research and evidence of intellectual effort.
4. Effective utilization of the principles of Strategic Management and its theory.
5. Effective oral presentation of the case analysis.
6. The potential of the recommendations to allow the organization to achieve its objectives.

Basis for Course Grade:

2 Exams @ 15 points	<u>Points</u> 30
Class Participation	15
Video Computer Technologies, Inc.	25
3 Written Cases @ 10 each	30
	<hr/> 100

<u>Week</u>	<u>Topic</u>	<u>Assignment</u>
May 3	Introduction to Strategic Management	Ch. 1
5	Establishing Organizational Direction: Mission & Objectives Selected Sources of Secondary Information Library Visit	Ch. 2 Appendix
10	Environmental Analysis Cineplex Odeon	Ch. 3 Case 3
12	International Strategies GM Allison Japan Ltd.	Ch. 4 Case 19
17	Environmental Forecasting Club Med, Inc. (Written Case)	Ch. 5 Case 7
19	SWOT Analysis Toyota Motors Corporation	Ch. 6 Case 18
24	Strategic Alternatives Nucor Corporation (Written Case)	Ch. 7 Case 12
26	MIDTERM EXAMINATION	
June 2	Strategic Analysis General Motors Corporation	Ch. 8 Case 17
7	Implementating Strategy Wal-Mart Stores, Inc.	Ch. 9 Case 31
9	Leadership and Culture Briggs and Stratton vs. Honda (Written Case)	Ch. 10 Case 11
14	Case Presentation: Video Computer Technologies, Inc.	Case 35
16	Case Presentation: Video Computer Technologies, Inc.	Case 35
21	Control Discussion of Michael Porter Tapes	Ch. 11
23	FINAL EXAMINATION	